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ABSTRACT

This document contains separate core curricula for Distributive Education and Diversified Cooperative Training programs designed to aid the teacher in using available competency-based instructional materials. Each core curriculum is composed of four parts: marketing, economics, career exploration, and employability skills. Marketing, the largest part, is further divided into 10 instructional areas. Each instructional area is comprised of units of instruction with each unit having one or more instructional topics, each topic supported by competencies. The number of behavioral objectives that the Interstate Distributive Education Curriculum Consortium has for each competency is given as well as suggested resources. All learning within each unit is presented in its most learnable sequence. Selected topics (indicated by an asterisk) are recommended for inclusion in a training plan at a training station. A bibliography is also provided. (YLB)

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COMPETENCY BASED CORE CURRICULUM

FOR

DISTRIBUTIVE EDUCATION

AND

DIVERSIFIED COOPERATIVE TRAINING

Developed by the Occupational, Adult and Safety Education Department at Marshall University under a grant from the Division of Vocational, Technical and Adult Education, Department of Education, State of West Virginia.

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Preface

When historians of the future study the accomplishments of vocational education during the sixties and seventies, competency based vocational education (CBVE) will certainly be viewed as one of the most dramatic and beneficial developments. Seldom is there the emergence of an educational concept that is embraced by teachers, administrators, parents and, most importantly, students. While the concept is hardly a recent development, it can be viewed as an idea that reached maturity at a time when a curriculum direction was needed. It was simply a logical progression of events.

While nearly everyone endorses the concept of CBVE, it is the teacher who has been faced with the greatest challenge of all; making it work. It has not been an easy task, but with various forms of help from universities, state departments of education and "Uncle Sam" teachers have had eminent success. However, we recognize the great deal of progress yet to be made with the use of existing CBVE instructional systems.

One of the first forms of CBVE was the Interstate Distributive Education Curriculum Consortion (IDECC) system which was designed for Distributive Education (DE) and most Diversified Cooperative Training (DCT) programs. The IDECC system offers instructors a complete CBVE program including: (1) validated competency statements with (2) matching behavioral objectives (3) criterion reference measures (pre-testing, post-testing) as well as (4) suggested learning activities for each competency. These items constitute the elements of CBVE with one exception -- an adaptable instructional management system.

For years many instructors failed to use the IDECC system even though they believed in the concept. This was due, in a large part, to

the management problem. In reality, the fault rested not with the teachers but with the instructional designers who asked teachers to adapt their instructional methods to fit the system rather than adapted the system to fit the instructor's teaching methods and available time. While no CBVE management system will totally eliminate the need for teacher preparation time a good system will go a long way in reducing the required curriculum planning time.

As it presently exists, the IDECC system is the single best CBVE system available to DE-DCT teachers; however, it must be realized that this is not the only system. In an effort to demonstrate that a management system can be developed, the Division of Vocational-Technical and Adult Education and Marshall University began a curriculum project to study, develop and implement such a management system for the benefit of West Virginia's DE-DCT teachers using IDECC as a foundation.

During the course of the study it was learned that teachers acknowledge four basic needs:

1. A common curriculum outline for all students
2. Better training plans
3. A resource-reference list
4. In-class assistance in implementing CBVE

However, teachers still wish to remain in control of deciding when and in what order to teach the curriculum and the choice instructional methods to be utilized.

In an effort to meet these needs, Marshall University developed a two-part curriculum for DE-DCT programs. The first part, which is designed primarily for the junior year, consists of a core curriculum to be taught to all students regardless of occupational objectives. The second part, which is intended for use during the senior year, consists

of training plans developed for specific occupations.

The core curriculum is comprised of a group of competencies which are common to all occupational objectives selected by DE-DCT in West Virginia alone. There is a separate core curriculum for DE and DCT programs due to differences in selected occupational objectives of the students in each program area.

Each core curriculum is comprised of four parts: Marketing, Economics, Career Exploration and Employability Skills. Each part is made up of major units of instruction with each unit composed of one or more critical topics. Each topic is supported by a set of competency statements complete with the competencies IDECC code, the number of behaviorial objectives and suggested learning resources. The justification for each of the four parts is as follows:

1. Marketing

   It is natural that marketing would comprise the major portion of the core curriculum for DE programs since it is the discipline for all DE students.

   Marketing comprises a major portion of the core curriculum for DCT programs because the study of students' selection of occupational objectives reveals that during any given year more than 76% of all DCT students select marketing occupations.

2. Economics

   It is a fact that most students are "economic illiterates." Economics is an important part of our life and thus it is necessary that assistance be rendered to students to develop applicable economic competencies.

3. Career Exploration

   Few students are capable of choosing a realistic occupational objective during their junior year. For this reason, career exploration is a part of the core curriculum and is presented to the student prior to the time at which a career objective is necessary.

4. Employability Skill — Competency statements are provided to guide the teacher in preparing the students to enter the labor force during their senior year. A student who is prepared to go to work is one who will most benefit from the activities to be completed at the training station.

The second half of the project is comprised of a set of CBVE training plans prepared for specific occupations. For the sake of clarity, the training plans are stated as tasks rather than as competencies. This format requires fewer statements to prevent confusion or even fear on the part of a training sponsor. With these training plans, the teacher retains the opportunity to exercise his professional judgement by deciding how, when and where a task will be developed.

Together, the core curriculum and training plans offer teachers an applicable and manageable CBVE instructional system.

-- For more detailed information see the implementation guides for both the core curriculum and training plans --

Core Curriculum
Implementation Guide

Each core curriculum as presented in this first draft has been specifically designed to ease the teacher's burden in utilizing available competency based instructional materials. Both core curriculums feature the same format -- the only difference being the actual curriculum content. Each core is comprised of four parts: Marketing, Economics, Career Exploration, and Employability Skills. Marketing is the single largest part and is divided into ten instructional areas as follows:

1. Advertising
2. Communications
3. Display
4. Human Relations
5. Management
6. Mathematics
7. Merchandising
8. Operations
9. Product & Service Technology
10. Selling

Each instructional area is comprised of units of instruction with each unit having one or more instructional topic, each topic supported by competencies. The number of behavioral objectives that the IDECC has for each competency is given in the center column and on the far right suggested resources are listed for each topic. (See example)

ADVERTISING (instructional area)		Number of Objectives	Suggested Learning Resources
PURPOSES AND TYPES (unit)			
PURPOSES OF ADVERTISING (topic)			Advertising Planning ...
011	Knowledge of the purpose ...	2	Advertising, Antrim Jeffrey's Department ...
061	Attitude that good ...	1	
064	Attitude that advertising ...	1	
066	Attitude that advertising ...	1	

IDECC competency numbers — competency statements

An important feature of the core curriculum is that all learning within each unit is presented in its most learnable sequence (e.g., the

topics for each unit are arranged in the most learnable sequence and the competencies for each topic are also given in their most learnable sequence). However, this is only a suggested sequence and there is no mandate that each instructor must follow the sequence. Each instructor is to arrange the materials to fit his needs so that all competencies are developed.

Since many of the core competencies can be best learned at the training station, selected topics feature an asterisk to their left indicating that they have been included in each training plan. This allows an instructor to exercise his professional judgement in determining if the topic is to be included as part of the training plan or class instruction.

There exist as many instructional strategies as there are instructors. No particular methods are suggested. However, it is generally believed that when all students in a class must develop identical competencies more traditional group instruction may be exercised with greater frequency than individualized instruction.

It is hoped that all instructors who utilize the core curriculum will give Marshall University positive and critical feedback so that the next draft can be of further improvement.

SECTION A
DISTRIBUTIVE EDUCATION
CORE CURRICULUM

ADVERTISING	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
PURPOSES AND TYPES		
PURPOSES OF ADVERTISING		Advertising Planning and Techniques, Samson Advertising, Antrim
011 Knowledge of the purposes of advertising, such as build customer traffic, build a reputation for the store, stabilize sales volume and introduce new products.	2	Jeffrey's Department Store
061 Attitude that good advertising will help increase sales for a department or store, creating interest and desire in customers.	1	
064 Attitude that advertising helps to build customer loyalty for the store and for individual departments.	1	
066 Attitude that advertising helps stabilize volume by maintaining interest during a slow selling period (example: white sales in January).	1	
PRE-SELLING		Advertising Planning and Techniques, Samson Advertising, Antrim
065 Attitude that advertising presells goods and services to the customer making the customer easier to sell once he/she is in the store.	1	Communications in Marketing, Rowe
075 Attitude that advertising is a form of preselling--a tool which catches attention, arouses interest, creates desire and induces action.	1	
060 Attitude that although the ultimate goal of advertising is to sell goods and services the salesperson usually completes the sale.	1	
INSTITUTIONAL VERSUS PROMOTIONAL ADS		Advertising Planning and Techniques, Samson Advertising, Antrim
001 Knowledge of the uses of promotional and institutional advertising.	2	Retail Advertising & Sales Promotion, Edwards-Brown
068 Attitude that advertising can produce immediate sales or create a favorable attitude toward the store for future sales.	1	Jeffrey's Department Store
PROMOTIONAL PLANNING		
COORDINATION OF PROMOTIONAL ACTIVITIES		Display and Promotion, Smith Retailing Principles and Practices, Richert-Meyers-Haines Advertising, Antrim Marketing and Distribution, Mason-Roth
018 Knowledge of how to tie together advertising, sales promotion and public relations programs in an effort to bring the business to the attention and consideration of the largest possible number of prospective customers.	2	
071 Attitude that advertising's effectiveness is strengthened with skillfully coordinated displays of the merchandise being advertised.	1	Marketing,Sales Promotion and Advertising, Nolan-Warmhe
069 Attitude that advertising should be supplemented by attractive displays and an efficient sales force.	1	
041 Skill in working effectively with advertising and display departments to plan and carry out special advertising or display within the department.		
418 Knowledge of the ways to stimulate sales with timely advertising, markdowns, special sales and sales force incentives.	1	

ADVERTISING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -2-
PROMOTIONAL PLANNING (continued ...)		
454 Skill in using timely advertising, mark-downs, special sales and sales force incentives to stimulate sales.	1	
038 Skill in keeping personnel informed of sales promotion activities within the store.	1	
MEDIA		
TYPES OF MEDIA		Advertising, Antrim Advertising Planning and Techniques, Samson
002 Knowledge of the types of media that are available for advertising--periodicals (newspapers, magazines, trade journals), mass media (radio, t.v., billboards) and direct advertising (catalogs, circulars, letters).	1	
009 Knowledge of the various methods which can be used to inform customers of special events.	1	
BRAND AWARENESS		
*BRAND AND TRADE NAMES		Marketing Sales Promotion and Advertising, Nolan-Warmhe Marketing & Distribution, Mason-Roth Advertising, Antrim Advertising Planning and Techniques
518 Knowledge of brand or trade names identifying products by producer or distributor.	1	
519 Understanding that brand or trade names are an advertising device used to encourage customer retention.	1	
012 Knowledge of the significance of brand names in that they are likely to create customer preference and establish a company or product in the public mind.	1	

COMMUNICATION	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -3-
VERBAL		
IMPORTANCE OF VERBAL COMMUNICATION		Communications in Marketing, Rowe Communicating at Work, Williams-Eggland
147 Attitude that in distributive occupations the "spoken word" is an important tool of the trade.	2	
144 Attitude that the ability to communicate skillfully in good English is essential to a person's business advancement.	1	
THE IMPORTANCE OF YOUR VOICE		Communications in Marketing, Rowe Speak Up, Adams-Pollock
154 A belief that the voice is an important medium through which selling is accomplished.	2	
150 An awareness that the voice can be used to express conviction and convey confidence.	3	
151 Attitude that the tone of voice can express sincere welcome and eagerness to be of service.	2	
155 A feeling that voice tone quality enhances the value of the merchandise described.	1	
PROPER GRAMMAR		Communications in Marketing, Rowe Communicating at Work, Williams-Eggland
145 Attitude that poor or awkward grammar lowers store personnel, store image and merchandise value in the estimation of the customer.	3	
122 Skill in effective use of speech and vocabulary.	3	
*APPROPRIATE MARKETING VOCABULARY		Communications in Marketing, Rowe
101 Knowledge of the situations in which to use a technical language or commonly understood language.	1	
INTERPRETATION OF THE SPOKEN WORD		Fundamentals of Selling, Wingate-Nolan Communications in Marketing, Rowe
111 Understanding that since interpretations placed on the spoken word vary with different people, one must be careful to speak so that correct interpretation can be made by individual listeners.	1	
164 Awareness that certain thoughtlessly used terms or words can be misinterpreted by the listener.	2	

COMMUNICATION (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
VERBAL (continued ...)		
PROPER TELEPHONE USAGE		Retail Selling, Bodle-Corey Communications in Marketing, Rowe
114 Skill in using the telephone correctly and most effectively.	1	
APPROPRIATE INTRODUCTION		Communications in Marketing, Rowe Managing by Communications, Willand-Merrihue
096 Knowledge of how to address other people in a business-like manner whether they are customers, fellow employees, supervisors or management.	1	
153 An awareness that the use of terms of "endearment" lowers the merchandise, the salesperson and the store's image in the estimation of the customer.	1	
ENUNCIATION AND PRONUNCIATION		Communications in Marketing, Rowe Human Relations in Marketing, Wiserodt
152 An appreciation of the value of correct enunciation and pronunciation in speaking.	2	
137 Ability to talk clearly and pleasantly, conveying spirit and enthusiasm in one's speech.	3	
USING GESTURES		Communications in Marketing, Rowe Communications at Work, Williams-Eggland
166 A realization that gestures help convey feelings in spoken communications.	2	
WRITTEN		
BUSINESS LETTER WRITING		Communications at Work, Williams-Eggland Business English and Communications, Steward-Lanham How to Write Successful Business Letters, Reibel
095 Knowledge of the correct forms used in business letter writing.	1	
133 Skill in writing informative and effective business letters.	1	
*WRITTEN REPORTS		Communications at Work, Williams-Eggland
094 Knowledge of how to use written communications in forms and reports.	3	

COMMUNICATION (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES 3-
STAFF		
*TWO-WAY COMMUNICATIONS		Fundamentals of Selling, Wingate-Samson Retail Merchandising, Wingate-Samson
160 Belief that communication must be a two-way process between management and employees.	1	Marketing Sales Promotion and Advertising, Nolan-Warmhe
LISTENING TO AND FOLLOWING DIRECTIONS		Communications in Marketing, Rowe Jeffrey's Department Store
119 Skill in listening to and following directions.	3	
*INTER-DEPARTMENT COMMUNICATIONS		Retail Business Management, Gillespie-Hecht Retailing Principles and Practices, Richert-Meyer-Haines Retail Merchandising, Wingate & Samson
168 A belief that communications between the various departments and divisions within a store will result in a more efficient operation with mutual benefits to all.	1	
*ROLE OF EMPLOYEE MEETINGS		IDECC
167 Attitude that attending departmental or store-wide meetings is a good way to keep informed of promotions, changing methods and operating picture.	1	
*INTERPRETATION OF STORE POLICIES		Supervisory Skills in Marketing, Crawford
108 Understanding that the supervisor in his contact with new customers, new employees, new vendors and new situations must bring the organization's general policies down to specifics.	1	
124 Skill in interpreting management's policies to employer and employee's problems to management.	1	
CONFIDENTIAL INFORMATION		Communications in Marketing, Rowe Human Relations in Marketing, Hiserodt
102 Knowledge of when to keep communications confidential.	2	

COMMUNICATION (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -6-
STAFF (continued ...)		
SUGGESTING CHANGE TO MANAGEMENT		Communications in Marketing, Rowe
093 Knowledge of how to suggest changes to management.	3	

DISPLAY	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -7-
PURPOSE - PRINCIPLES		
AFFECT ON CUSTOMERS		Advertising and Displaying Merchandise, Samson-Harland
237 Attitude that good display of merchandise is a prime factor in developing a customer's interest.	1	Modern Display Techniques, Mauger-Emily
928 Attitude that good display of merchandise is a prime factor in developing a customer's interest.	3	Communications in Marketing, Rowe Display & Promotion, Smith
238 Attitude that the more customer exposure merchandise has had the more sales it should produce.	1	
CREATING CUSTOMER INTEREST		Retailing Principles and Practices, Richert-Myers-Haines
805 Knowledge of the ways to show or display merchandise to create interest and desire in customers.	1	Fundamentals of Selling, Wingate-Nolan Retail Merchandising, Wingate-Samson
894 Skill in showing or displaying merchandise in a way that creates interest and desire in customers.	1	Communications in Marketing, Rowe Display & Promotion, Smith

HUMAN RELATIONS	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -8-
PERSONAL AND PROFESSIONAL DEVELOPMENT		
IMPORTANCE OF HUMAN RELATIONS		Jeffrey's Department Store Human Relations in Marketing, Hiserodt
309 Attitude that next to job performance, human relations is an employee's greatest responsibility.	1	
310 Attitude that the worker's satisfactory job performance includes not only what he does, but also how he influences other people, whether good or bad.	1	
UNDERSTANDING SELF AND OTHERS		Jeffrey's Department Store Human Relations in Marketing, Hiserodt
302 Ability to understand one's self.	1	
313 An awareness that understanding others and one's self is basic to working harmoniously together.	1	
PERSONALITY TRAITS		Human Relations in Marketing, Hiserodt Your Personality and You, Splaver-Messner
326 An awareness that good human relations depends on the personality factor and the adjustment of personalities.	1	Personality and Human Relations, Sferra-Wright-Rice
286 Skill in developing personality traits necessary for successful job performance.	3	
HONESTY AND INTEGRITY		Human Relations in Marketing, Hiserodt Jeffrey's Department Store
312 Attitude that honesty and integrity are personality traits necessary in job situations such as record-keeping, time-keeping and stockkeeping in addition to jobs that require working with money.	1	
*ORDERLY AND SYSTEMATIC BEHAVIOR		IDECC
267 Knowledge of how to be orderly and systematic.	2	
POSITIVE ATTITUDE		Human Relations in Marketing, Hiserodt Jeffrey's Department Store
274 Understanding that a positive attitude is usually reflected in one's work.	1	

HUMAN RELATIONS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -9-
PERSONAL AND PROFESSIONAL DEVELOPMENT (continued ...)		
INTEREST AND ENTHUSIASM		Human Relations in Marketing, Hiserodt Communications in Marketing, Rowe
158 An awareness that nothing is quite so important or contagious as enthusiasm--for the store, for the merchandise and for customers.	2	
268 Knowledge of how to show an interest in others.	2	
303 Skill in generating enthusiasm toward people.	1	
*INITIATIVE AND CREATIVITY		Human Relations in Marketing, Hiserodt Supervisory Skills in Marketing, Crawford
317 An awareness of the necessity to perform tasks in addition to one's job responsibilities when situations necessitate.	1	
296 Skill in demonstrating initiative and creativity.	1	
*DEVELOPING POSITIVE WORKING RELATIONSHIPS		Human Relations in Marketing, Hiserodt Communications in Marketing, Rowe
269 Knowledge of how to build sound working relationships in "forced" associations.	1	
281 Skill in developing and maintaining harmonious relationships with other employees.	1	
283 Skill in working cooperatively with fellow employees, supervisors and management and being aware of their needs and motivations.	1	
BEST IMPRESSIONS		Basic Selling, Ernest
163 A realization that first impressions are important to the business and last impressions are longest remembered.	2	
PERSONAL HEALTH		Supervisory Skills in Marketing, Crawford
285 Skill in maintaining good health for effective job performance.	2	
DRESS AND GROOMING		Human Relations in Marketing, Hiserodt Communications in Marketing, Rowe
263 Knowledge of how to dress appropriately for the job and maintain a well-groomed appearance.	2	
319 An awareness that good personal appearance helps create effective customer impressions.	1	

HUMAN RELATIONS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -10-
PERSONAL AND PROFESSIONAL DEVELOPMENT (continued ...)		
*ACCEPTING CRITICISM		Supervisory Skills in Marketing, Crawford
295 Skill in accepting criticism and turning it into a character-building element.	2	
*SELF CONTROL		Personality and Human Relations, Sferra-Wright-Rice
284 Skill in maintaining an objective point of view in problem situations.	1	Supervisory Skills in Marketing, Crawford
294 Skill in exercising self-control during trying situations.	2	
*ADJUSTING TO CHANGE		Human Relations in Marketing, Hiserodt
316 An awareness that an employee must be willing to accept and adjust to change.	1	
301 Skill in adjusting to change.	1	
*AVOIDING MISREPRESENTATION		Communications in Marketing, Rowe
289 Skill in avoiding misrepresentations of people, products and policies.	1	
PROFESSIONAL ORGANIZATIONS		Human Relations in Marketing, Hiserodt The Branch Manager's Manual, Beatrice Judelle
663 Knowledge and understanding of the names and purposes of significant professional associations--local, state and national--that are of interest to retail management.	1	
334 A recognition of the need for joining and participating in meetings and activities which will improve personal and professional development.	1	
CUSTOMER CONTACT		
HUMAN RELATIONS AND PUBLIC RELATIONS		Marketing Sales Promotion and Advertising, Nolan-Warmhe
320 A feeling that good human relations within a company build good public relations.	1	Marketing & Distribution, Mason-Roth
933 A realization of the importance of the salesperson's position in regard to his public relations function.	2	

HUMAN RELATIONS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -11-
CUSTOMER CONTACT (continued ...)		
EFFECTIVE COMMUNICATIONS		Communications in Marketing, Rowe-Jimmerson Fundamentals of Selling, Wingate-Nolan
127 Skill in communicating effectively with customers, co-workers and supervisors.	2	
161 A realization that even in the most skillfully constructed communications misinterpretations will develop.	1	
REPRESENTING THE BUSINESS		Human Relations in Marketing, Hiserodt
287 Skill in representing the business favorably to customers and outside business associates.	1	
HANDLING CUSTOMER INQUIRIES		Communications in Marketing, Rowe
116 Skill in satisfactorily handling customer inquiries for general information.	3	
*INTERPRETING STORE POLICIES TO CUSTOMERS		Communications in Marketing, Rowe
117 Skill in interpreting store policies to customers.	3	
*DIRECTING CUSTOMERS TO STORE LOCATIONS		Business Principles and Management, Shilt-Carmichael-Wilson
826 Knowledge of department and merchandise locations within the store.	1	Retail Merchandising, Wingate-Samson
042 Skill in correctly informing customers of the location of advertising merchandise within the store.	1	
*REMEMBERING CUSTOMER NAMES		IDECC
862 Skill in remembering customers' names when serving them.	1	

MATHEMATICS	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
BASIC SKILLS		
TYPES OF MATHEMATICAL MANIPULATIONS		Marketing Math, Stull
353 Knowledge of mathematical manipulations up to and including first degree algebraic expressions.	10	
ADDITION		Marketing Math, Stull Mathematics in Marketing, Logan-Freeman
358 Knowledge in adding columns of figures with facility.	1	
MULTIPLYING & EXTENDING FIGURES		Marketing Math, Stull Mathematics in Marketing, Logan-Freeman
357 Skill in multiplying and extending figures with facility.	1	
PERCENTAGES		Marketing Math, Stull Mathematics in Marketing, Logan-Freeman
377 Skill in using and translating percentages with facility.	1	
SALES PROCEDURES		
CALCULATING AMOUNT OF PURCHASE		Mathematics in Marketing, Logan-Freeman Marketing Math, Stull Retail Merchandising, Wingate-Samson Retail Selling, Bodel-Corey
384 Ability to determine the price of merchandise being purchased on a lesser quantity than that originally multiple priced.	1	
374 Skill in accurately calculating the exact amount of a customer's purchase.	1	
390 Attitude that carefully calculating the exact amount of a customer's purchase will prevent inventory shortages.	1	
COMPUTING DISCOUNTS, TAXES, AND SPECIAL CHARGES		Mathematics in Marketing, Logan-Freeman Marketing Math, Stull
359 Skill in computing postal and mail charges for delivery of merchandise to customers.	1	
360 Skill in reading and interpreting self computing scales that speed up mathematical procedures such as tax computation charts.	1	
362 Skill in computing local, state and federal taxes which must be applied in the sale of goods.	1	
363 Skill in accurately computing employee discounts, delivery charges, alteration charges, lay-away charges, etc. when writing out and computing saleschecks.	1	

MATHEMATICS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -13-
SALES PROCEDURES (continued ...)		
COMPLETING SALES CHECKS		Mathematics in Marketing, Logan-Freeman Communications in Marketing, Rowe
819 Knowledge of the procedures to use when writing out saleschecks.	2	
898 Skill in properly writing out saleschecks.	1	
125 Skill in writing saleschecks legibly so that errors in delivery, quantities sent and amounts charged for can be eliminated.	1	
HANDLING CASH SALES		Mathematics in Marketing, Logan-Freeman
813 Knowledge of the procedures involved in conducting a cash sale transaction.	1	
890 Ability to efficiently handle a cash sale transaction.	1	
HANDLING CHECKS		Cashing Checks, National Cashier Register
832 Knowledge of how to process checks received in payment for merchandise purchased.	1	
621 Knowledge of how to authorize customer checks according to the store's policy.	1	
775 Attitude that since cashing checks is a risky business every precaution should be taken when cashing them.	3	
HANDLING CHARGE SALES		Mathematics in Marketing, Logan-Freeman
889 Ability to efficiently handle charge sale transactions.	1	
814 Knowledge of the procedures for conducting a charge sale transaction.	1	
815 Knowledge of how to properly handle charge plates during a charge sale transaction.	1	
HANDLING RETURNS		Customer Services, Buckner
817 Knowledge of the store's procedures for handling merchandise being returned by the customer for exchange, cash refund or charge credit.	3	
879 Ability to determine how to handle individual situations in which merchandise is being returned for exchange, cash refund or charge credit.	1	

MATHEMATICS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -14
SALES PROCEDURES (continued ...)		
CASH REGISTER/TERMINAL OPERATIONS		Checker Cashier, South Western Mathematics in Marketing, Logan-Freeman
816 Knowledge of how to operate a cash register correctly.	2	
888 Ability to efficiently handle a cash register.	2	
907 Ability to quickly and accurately distinguish the department from which merchandise comes and ring the items on the correct cash register department keys.	1	
MAKING CHANGE		Marketing Math, Stull Mathematics in Marketing, Logan-Freeman
818 Knowledge of how to make change and count it back to the customer.	1	
896 Ability to determine the correct change and count it back to a customer during a cash sale according to company procedure.	2	
386 Ability to make change quickly and accurately.	1	
371 Skill in making change and using the cash register.	1	
CASH REGISTER/TERMINAL ERRORS		Marketing Math, Stull Mathematics in Marketing, Logan-Freeman
829 Understanding that stock shortages and overages are created by ringing an incorrect amount of a sale on the cash register or ringing the sale onto the wrong key.	2	
354 Knowledge of how to determine a cash register error, the amount and how to correct it on the proper form.	1	
394 Attitude that careful use of the cash register will reduce inventory and money shortages.	1	
RECORDING AND REPORTING SALES TAX		IDECC
633 Knowledge of how to record and report federal and state sales taxes.	2	

MERCHANDISING	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
BUYING CONSIDERATIONS		
INTERPRETING CONSUMER DEMAND		Jeffrey's Department Store Marketing and Distribution, Mason-Roth
935 Attitude that today's customer keeps up-to-date on recent developments, is often presold when he/she arrives in the store, is alert to new ideas, wants facts about the merchandise and expects wide assortments.	1	Fundamentals of Salesmanship, Wingate-Nolan Retailing Principles and Practices, Richert-Meyers-Haines
488 Attitude that the customer is the determining factor in buying merchandise for a retail store or department.		Salesmanship Fundamentals, Ernest-DeVall-Gress Salesmanship, Robinson-Blacher-Logan
434 Skill in interpreting consumer demand as it applies to the merchandise in the selling department.	1	Retail Merchandising, Wingate-Samson The Buyer's Manual, NRMA
780 Attitude that although price heads the list of reasons housewives give for starting to trade at a store, quality, variety, and human relations encourage her to continue trading there.		
*COMPARISON SHOPPING		Retailing Principles and Practices, Richert-Meyers-Haines
004 Knowledge of the merchandise features to analyze when making comparison shoppings of a competitor's merchandise.	1	Marketing and Distribution, Mason-Roth Fundamentals of Selling, Wingate-Nolan
050 Ability to make comparison shoppings of a competitor's merchandise.	2	Salesmanship Fundamentals, Ernest-DeVall-Gress
438 Skill in keeping informed of competitive conditions in the market area which the store serves.	1	
546 Skill in knowing what to look for when making comparison shoppings of a competitor's merchandise.		
553 Skill in showing to customers the points of superiority of one's own product in comparison to competing stores' products.		
UNIT INVENTORY CONTROL SYSTEMS		Merchandising, Don-Richert-Meyers-Haines Retail Merchandising, Wingate-Samson
415 Knowledge of the uses of unit control records in predicting trends in price lines, colors, types, sizes, etc.	1	Marketing and Distribution, Mason-Roth Retailing Principles and Practices, Richert-Meyers-Haines
427 Knowledge of the uses of the information available from unit inventory control system.	1	Marketing Sales Promotion and Advertising, Nolan-Warmhe
451 Skill in using unit control records to predict trends in price lines, colors, types, sizes, etc.	1	Retail Advertising and Sales Promotion, Edwards-Brown
490 A belief that unit inventory control systems must be kept up-to-date if they are to be useful in planning and making purchases.	1	The Buyer's Manual, NRMA
466 Skill in using forms and records necessary in inventory control.	1	
467 Skill in interpreting and using the information available from unit inventory control systems.	2	

MERCHANDISING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -16-
STOCK CONSIDERATIONS		
PURPOSE OF STOCK COUNTS		Retailing Principles and Practices, Richert-Meyers-Haines
401 Understanding that stock counts are taken for inventory-control purposes and for ordering purposes.	1	Retail Business Management, Gillespie-Hecht Retailing Management, Davidson-Brown
*CONDUCTING STOCK COUNTS		Retail Merchandising, Wingate-Samson Retailing Principles and Practices, Richert-Meyers-Haines
414 Knowledge of the procedures involved in a merchandise count for physical inventory.	1	
463 Ability to participate in merchandise counts for physical inventories.	1	
442 Skill in taking accurate stock counts of merchandise for ordering, inventory or unit-book-control.	2	
MODEL STOCK PLANS		Retailing Management, Davidson-Brown The Buyer's Manual, NRMA
637 Knowledge of the amount on-hand of various items which is considered an adequate supply.	2	Retailing Principles and Practices, Richert-Meyers-Haines
423 Knowledge of stock quantities necessary for seasonal or year-round selling.	1	Retail Selling, Bodle-Corey
408 Knowledge of the uses of a model (or basic) stock plan.	1	Retail Merchandising, Wingate-Samson
549 Skill in keeping an accurate record of the supply of merchandise on hand and/or amount to reorder.	1	Fashion Merchandising, Troxelle
447 Skill in determining stock quantities necessary for seasonal or year-round selling.	1	
453 Skill in preparing and maintaining a model (or basic) stock plan.	1	
433 Skill in placing reorders as soon as the need is discovered to assure depth of stock in wanted merchandise.		
*REPORTING LOW STOCK QUANTITIES		Retailing Principles and Practices, Richert-Meyers-Haines
947 Attitude that the buyer or department manager must be promptly informed of items not in stock for which customers ask.	1	
476 Attitude that the buyer must be kept informed of low quantity points of staple stocks.	1	

MERCHANDISING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
PRICING		
STORE POLICIES		Merchandising, Don-Richert-Meyers-Haines
396 Knowledge of the store's price-line structure and pricing policies.	1	
PSYCHOLOGICAL EFFECTS OF PRICING		Retailing Principles and Practices, Richert-Meyers-Haines
397 Knowledge of the ways prices psychologically affect consumers.	1	Business Principles and Management, Shilt
460 Ability to determine the psychological effect of prices on a customer.	1	Buying and Pricing, Don Fundamentals of Selling, Wingate-Nelson
DETERMINING RETAIL PRICES		Marketing Math, Stull Mathematics in Marketing, Logan-Freeman
392 Attitude that retail prices must be carefully placed on goods and services so as to cover the cost of operation and yield a profit.	1	
364 Skill in figuring markup percent on individual items, on merchandise orders and merchandise carried in stock throughout a designated period.	1	
375 Skill in setting prices on goods and services that will cover the cost of operation and yield a profit.	1	

MANAGEMENT	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -18-
PERSONNEL EMPLOYMENT		
ORIENTING NEW EMPLOYEES		Personnel Management, Chruden-Sherman Personnel Policies Guide Book, NRMA
275 Understanding that the supervisor must help new employees adjust to their jobs, seeing that they become acquainted with fellow employees.	1	
606 Knowledge of the ways to make job orientation for new employees friendly, skillful and adequate.	1	
282 Skill in sponsoring new employees in the department or store.	1	
691 Ability to make job orientation for new employees friendly, skillful and adequate.	1	
TRAINING SKILLS		Retail Merchandising, Wingate-Samson Retail Business Management, Gillespie-Hecht
607 Knowledge of the methods of training which can be used such as telling, showing, demonstration and dramatization.	1	
293 Skill in training employees and following-up on the effectiveness of training.	1	
690 Skill in selecting and using the methods of training best suited to individual situations.	1	
138 Ability to assist with training or teaching others.	3	
MORALE AND MOTIVATION		
EMPLOYEE MORALE		Supervisory Skills in Marketing, Crawford Jeffrey's Department Store Communications in Marketing, Rowe
272 Knowledge of morale as being the term frequently used to describe employee attitudes toward their jobs, employer and fellow employees.	1	
311 Attitude that employee morale is a primary responsibility of management.	1	
328 A realization that employee morale is influenced by the supervisor's attitude.	1	
262 Knowledge of the factors which appear to affect employee morale.	1	
264 Knowledge of how to build morale in employees.	1	
ROLE OF HUMAN RELATIONS		Human Relations in Marketing, Hiserodt
321 An awareness that good human relations improve employee morale by encouraging cooperation.	1	
322 An awareness that good human relations helps increase production by stimulating interest and creativeness in employees.	1	

MANAGEMENT (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
MORALE AND MOTIVATION (continued ...)		
WORKING ENVIRONMENT		Human Relations in Marketing, Hiserodt Retail Merchandising, Wingate-Samson
276 Understanding that human relations in the retail organization consists of an interdependence with fellow employees, supervisors and customers.	1	Succeeding in the World of Work
604 Knowledge of how to maintain a working environment where employees can have a sense of security and reasonable freedom from worry.	1	
266 Knowledge of how to develop and maintain a pleasant working environment.	1	
744 Attitude that conditions should be such that working proves to be a satisfying social experience as well as a means of making a livelihood.	1	
*DEVELOPING PRIDE IN THE COMPANY		Starting Your Own Business, Ely-Barns Supervisory Skills in Marketing, Crawford
605 Knowledge of how to help each employee have a feeling of pride in his company and the worthwhileness of his work.	1	
MOTIVATING OTHERS		Modern Retail Management, Duncan-Phillips-Hollander
097 Knowledge of how to communicate with others in order to motivate them to work willingly.	1	Human Relations in Marketing, Hiserodt Communications in Marketing, Rowe
270 Knowledge of how to motivate others for best performance.	1	
ACHIEVING RESULTS THROUGH OTHERS		Human Relations in Marketing, Hiserodt Supervisory Skills in Marketing, Crawford
273 Understanding that supervisors or managers accomplish results by encouraging employees to work toward mutually beneficial objectives.	1	
261 Knowledge of how to get results through people by practicing effective human relations.	1	
314 Attitude that leadership concentrates on effective relationships with others, but is oriented toward making progress and achieving results.	2	
315 A feeling that the effective supervisor must be a leader whose job is to achieve results through other people.	2	
IMPORTANCE OF EFFECTIVE COMMUNICATION		Supervisory Skills in Marketing, Crawford Communications in Marketing, Rowe
159 A belief that an important phase of management's responsibility in any organization is communication.	1	
331 An awareness that motivation is closely connected with communication.	1	
786 Attitude that employees must be made aware of sales, profits, margins, striving for best possible profits.	1	

MANAGEMENT (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
MORALE AND MOTIVATION (continued ...)		
*LEADERSHIP BY EXAMPLE		Supervisory Skills in Marketing, Crawford
318 A belief that a supervisor should set an example of personal work habits and character which employees can emulate.	1	
*RECOGNITION OF OTHERS		Communications in Marketing, Rowe Supervisory Skills in Marketing, Crawford
265 Knowledge of how to recognize the accomplishments of others.	1	
740 A belief that each employee should be made to feel his efforts are really appreciated.	1	
POLICIES/ORGANIZATION		
*OPERATING EXPENSES		Marketing Math, Stull
348 Understanding that a retail business firm's operating expenses include such expenses as payroll, buying expenses, promotional expenses, utilities, transportation, supplies and delivery.	1 1	
*ESTABLISHING AND INTERPRETING POLICIES		Retail Business Management, Gillespie-Hecht
308 Attitude that the store's personnel policies are established for the benefit of the store and the employee.	1	
749 Attitude that management, supervisors and employees require a framework of policies and procedures within which to operate.	1	
741 A belief that careful and thoughtful consideration should be given to the probable effect each rule, notice and practice will have on the feelings of all concerned.	1	
743 A belief that there should be a constant and intelligent effort on the part of management to be absolutely fair in every policy and every practice.	1	
715 Skill in determining, setting up and interpreting to employees those store policies and procedures that will be most beneficial to the operation of the business and to store personnel.	2	
*PERSONNEL ORGANIZATION		Human Relations in Marketing, Nissrodt Supervisory Skills in Marketing, Crawford Starting Your Own Business, Ely-Barns
609 Understanding that a personnel organization by showing lines of authority and responsibility can be used in hiring and training as well as in increasing morale.	1	

MANAGEMENT (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
POLICIES/ORGANIZATION (continued ...)		
758 An awareness that a personnel organization enables the policies of the firm to be carried out and enables each person employed to make a contribution to its successful operation.	1	
759 Attitude that lines of authority should be followed, so that a department or supervisor's position may not be weakened by management dealing directly with employees on matters that are logically in the supervisor's domain.	1	
*PLANNING AND ORGANIZING WORK		Personnel Management, Chruden-Sherman
695 Ability to determine in various situations the most efficient way to get the job accomplished.	1	
723 Skill in planning and organizing work.	1	
*ASSIGNING DUTIES AND RESPONSIBILITIES		Supervisory Skills in Marketing, Crawford Communications in Marketing, Rowe
100 Knowledge of the approaches which can be used in assigning duties and delegating authority so that everything is completely clear.	1	
109 Understanding that communications in assigning work means a constant striving for clarity.	1	
139 Ability to convey directions and instructions clearly to employees.	1	
*SCHEDULING EMPLOYEES		Supervisory Skills in Marketing, Crawford The Branch Manager's Manual, Judelle
608 Knowledge of how to plan work-force budgets and schedule employee working hours, lunch hours and reliefs.	1	
779 Attitude that customer relations can be maintained at a high level by scheduling personnel for adequate check-out coverage.	1	
763 Attitude that employee morale can be maintained and payroll savings brought about by carefully scheduling and budgeting employee working hours.	1	
782 Attitude that careful scheduling and organization of workloads help maintain high employee morale and work performed according to schedule.	1	
712 Skill in planning and developing a work force budget and scheduling employee working hours, lunch hours and reliefs.	1	
STORE FACILITIES AND IMAGE		
SPACE ALLOCATION AND LAYOUT		Business Principles and Management Retail Business Management, Gillespie-Hecht
626 Knowledge of the factors which influence store arrangement and layout.	1	Principles of Retailing, Barhen-Anderson
625 Knowledge of the ways to develop department or store merchandise arrangements in relation to floor space expanse, potential sales and profits.	1	Planning Your Store for Maximum Sales and Profits, Telchin-Helfant

MANAGEMENT (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
STORE FACILITIES AND IMAGE (continued ...)		
781 Attitude that an understanding of products' profit contributions helps in determining which items to feature and in allocating prime space and locations.	1	Retail Management, Jones Retail Merchandising, Wingate-Samson
791 Attitude that an awareness of consumer buying motivations is especially helpful in planning space allocations, display units and sales promotion.	1	Fundamentals of Selling, Wingate-Nolan
697 Ability to locate or place stock and fixtures within a department to facilitate customer service, increase merchandise protection, eliminate employee and customer hazards and permit ease of restocking.	3	
711 Skill in developing and maintaining department or store merchandise arrangements in relation to floor space expanse, potential sales and profits.	1	
*CUSTOMER FACILITIES		Marketing and Distribution, Mason-Roth Customer Services, Buckner
623 Knowledge of the availability and location of customer facilities.	1	
753 An awareness that customer facilities help meet competition, encourage one-stop shopping and attract customers to the store.	1	
SHOPPING CONDITIONS		Marketing and Distribution, Mason-Roth Customer Services, Buckner
936 Attitude that today's customer chooses the store where shopping conditions are most pleasant.	1	Retailing Principles and Practices, Richert-Meyers-Haines
CUSTOMER SERVICES		
ROLE OF SPECIAL CUSTOMER SERVICES		Customer Services, Buckner
754 An awareness that special customer services and accommodations build customer goodwill and help increase sales.	1	
INCREASING CUSTOMER SERVICE		Customer Services, Buckner
787 Attitude that established methods should be constantly questioned and new ideas incorporated to improve service to the customer.	1	
785 Attitude that when adding customer services, each must be analyzed in terms of profit.	1	

MANAGEMENT (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -23-
CONTROLLING EXPENSES		
EXPENSE CONTROL		Store Organization and Operations, Robinson
619 Understanding that careful use of supplies will help control expenses.	1	Retailing Principles and Practices, Richert-Meyers-Haines
618 Understanding that seemingly small savings in some expense areas can mean a substantial gain in profits.	2	Wholesaling and Physical Distribution, Ertel Walsh
666 Knowledge of how to control expenses in order to provide the highest possible profit.	1	
752 A realization that expenses are an influential factor in making merchandising profitable.	1	
694 Ability to observe and evaluate the operations of similar stores in an attempt to increase efficiency in one's own store operation.	1	
EXPENSE CONTROL--EMPLOYEES		IDECC
617 Understanding that although management plans expense control budgets, the actual control must be carried out by the cooperative effort of all store employees.	1	

OPERATIONS	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -24-
CREDIT		
PURPOSE AND IMPORTANCE		Credit and Collections, Kohns Retailing Principles and Practices, Richert-Meyers-Haines
821 Knowledge of the importance of credit as a selling tool.	1	
735 An awareness of the advantages of credit to the store--produces sales that might never have been made, increases the number of sales per customer and attracts a better type of customer to the store.	1	Basic Retail Credit, Ohio State
736 An awareness of the advantages of credit to the customer--smooths out irregularities of purchasing power, is a shopping convenience, etc.	1	
KEEPING SALESPEOPLE INFORMED		Customer Services, Buckner Retailing Principles and Practices, Richert-Meyers-Haines
824 Knowledge of the store's credit policies, terms and credit plans.	1	
739 Attitude that salespeople must be supplied with credit information, especially changes in credit policies.	3	
RECEIVING AND STOCK HANDLING		
RECEIVING TERMS AND ACCOUNTING PROCESS		Wholesaling and Physical Distribution, Ertel Walsh
647 Knowledge of the terms used in connection with the merchandise receiving and marking process such as buyer's order, invoice, apron, price code, blind check, direct check, receiving record, bill of lading, vendor and vendee.	1	Retail Merchandising, Wingate-Samson
641 Knowledge of the bookkeeping and accounting process which accompanies the receiving and marking system.	1	
STOCK CONTROL RECORDS		Retailing Principles and Practices, Richert-Meyers-Haines
400 Knowledge of the uses of forms and records necessary to inventory control.	1	Retail Merchandising, Wingate-Samson
640 Knowledge of the uses of forms and reports necessary in stockkeeping.	1	Wholesaling and Physical Distribution, Ertel Walsh
474 Attitude that stockkeeping errors or losses affect company profits.	1	
379 Ability to maintain mathematically correct stock control records.	1	Starting Your Own Business, Ely-Barns
768 Skill in keeping stock control books--posting prices, styles, codes, sales, markdowns, merchandise returns, etc.	1	
CHECKING INCOMING MERCHANDISE		Wholesaling and Physical Distribution, Ertel Walsh
638 Knowledge of the procedures involved in checking merchandise in against an invoice.	2	Retailing Principles and Practices, Richert-Meyers-Haines
761 Attitude that complete records should be kept of all incoming merchandise for store protection.	1	

OPERATIONS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
RECEIVING AND STOCK HANDLING (continued ...)		
708 Skill in accurately checking in merchandise against an invoice.	2	
DAMAGED MERCHANDISE		Wholesaling and Physical Distribution, Ertel Walsh
634 Knowledge of procedures for reporting and handling damaged merchandise.	3	
784 Attitude that damaged or spoiled merchandise must be kept at a minimum to protect the store's profit picture.	1	
MERCHANDISE RETURNS TO MANUFACTURERS		Wholesaling and Physical Distribution, Ertel Walsh
413 Knowledge of the reasons for making returns of merchandise to manufacturers.	1	
*PRICE CHANGES		Retailing Principles and Practices, Richert-Meyers-Haines
406 Knowledge of the store's methods or procedures used for changing retail stock prices up or down.	1	Retail Merchandising, Wingate-Samson Fashion Merchandising, Troxelle
347 Knowledge of how to adjust pricing errors on merchandise price tickets and to record such errors in markdown or markup records.	1	The Buyer's Manual, NRMA
426 Knowledge of the store's procedures for recording markups and markdowns, additional markups and revisions of retail down.	1	
RESERVE AND UNDERSTOCK		Retailing Principles and Practices, Richert-Meyers-Haines
505 Knowledge of the various locations of merchandise on the selling floor and in reserve stock.	1	Stock Keeping, University of Texas Basic Retailing, Reich-Feldman-Levy
878 Skill in locating stock on the selling floor, in an understock or a reserve stock.	3	
881 Skill in determining the best location and arrangement of stock on the selling floor, in an understock or a reserve stock.	1	
STORE MAINTENANCE/HOUSEKEEPING		
FUNCTIONS OF STORE MAINTENANCE		Retailing Principles and Practices, Richert-Meyers-Haines
614 Knowledge of the functions of store maintenance.	1	Retail Merchandising, Wingate-Samson
750 Attitude that a well-kept store is a primary means of attracting and holding business.	1	

OPERATIONS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -26-
STORE MAINTENANCE/HOUSEKEEPING (continued ...)		
HOUSEKEEPING RESPONSIBILITIES		Fundamentals of Selling, Wingate-Nolan Retail Merchandising, Wingate-Samson
840 Knowledge of the housekeeping duties which must be performed in connection with proper stock care.	1	
940 Attitude that stocks which are kept fresh and tidy are a true asset during a sale.	2	
*HANDLING STORE EQUIPMENT		IDECC
696 Skill in handling and caring for store equipment.	1	
*SUPPLY REQUISITIONS		IDECC
635 Knowledge of how to requision and obtain supplies needed by the department such as salescheck books, wrapping supplies and report forms.	2	
SECURITY/ACCIDENT PREVENTION		
*SAFETY PRECAUTIONS		Wholesaling and Physical Distribution, Ertel Walsh
615 Understanding that proper care of store equipment and proper stock arrangements can help prevent accidents.	1	
777 Attitude that empty cases and cartons should be quickly cleared from aisles to prevent customer and employee accidents.	1	
732 Skill in remembering safety precautions that can eliminate accidents while handling equipment.	1	
*ACCIDENT PROCEDURES		IDECC
660 Knowledge of how to take care of employees' and customers' accidents in the store.	1	
SHOPLIFTING		IDECC
651 Knowledge of how to contend with cases of shoplifting according to the store's policies and procedures.	2	
699 Skill in recognizing and handling shoplifting.	3	

PRODUCT AND SERVICE	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -27-
TYPES AND SOURCES		
USE OF JOURNALS AND PERIODICALS		Merchandising, Don-Richert-Meyers-Haines Basic Selling, Ernest
581 Attitude that a familiarity with trade journals will supplement product, merchandise and service knowledge as well as current business trends.	1	Fundamentals of Selling, Wingate-Nolan Retailing Principles and Practices, Richert-Meyers-Haines
149 An awareness that fashion and style information, product knowledge and business trends can be obtained by reading trade and business journals and publications.	1	
110 Understanding that valuable information can be gained by reading manufacturer's handtags, labels, directions, etc.	1	
435 Skill in keeping up-to-date on trends through trade journals, central buying office aids, etc.	1	
CONSUMER PROTECTION--AGENCIES/LAWS		Retail Merchandising, Wingate-Samson Fundamentals of Selling, Wingate-Nolan
522 Understanding that standardization provides a basis upon which grading can be determined and aids customers in buying goods and services to fit their needs.	1	Understanding Business Law, Scheider Consumer Economic Problems, Warmhe
523 Knowledge of Federal Trade Commission protective measures as they apply to various products.	1	
524 Knowledge of the various agencies that give protection to the customer in his buying.	1	
**MERCHANDISE GUARANTEES		Customer Services, Buckner Fundamentals of Selling, Wingate-Nolan
512 Understanding that merchandise guarantees and directions protect both the customer and the store and help increase sales.	1	Consumer Economic Problems, Warmhe
554 Skill in interpreting merchandise guarantees and directions to customers.	1	
STANDARDS, GRADES, AND LABELS		Consumer Economic Problems, Warmhe Understanding Business Law, Scheider
520 Understanding that standardization provides a basis upon which grading can be determined and aids customers in buying goods and services to fit their needs.	1	Retail Business Management, Gillespie Retail Merchandising, Wingate-Samson
516 Understanding that grades may be expressed by letters or words.	1	Marketing and Distribution, Mason-Roth
521 Knowledge of various governmental, state and local laws regarding standards.	1	Facts About Merchandise, Logan-Moon
515 Knowledge of protective measures behind standards, grades and labels.	1	Fundamentals of Selling, Wingate-Nolan
558 Ability to use grades as selling points in answering customer's questions.	1	

SELLING	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -28-
CUSTOMER RELATIONS		
IMPORTANCE OF SELLING		Fundamentals of Selling, Wingate-Nolan Creative Selling, Ernest
921 A belief that the job of selling contributes to the well-being of customers.	2	Basic Selling, Ernest
930 Attitude that the act of selling is helping the customer obtain maximum personal satisfaction for money spent.	1	
923 A conviction that selling is important to the store and to the economy.	2	
938 A feeling of pride in being a salesperson.	1	
SELLING INTEGRITY		Marketing and Distribution, Mason-Roth Salesmanship Fundamentals, Ernest-DeVall
957 Attitude that one should give the best customer service with the customer always first in mind.	1	
943 A belief that one should live up to promises made to customers.	2	
919 A feeling that the customer needs the service or product being offered.	1	
OBSERVING STORE POLICIES		
899 Ability to serve customers in the manner or style that management desires.	3	
932 Attitude that sufficient understanding of a firm's policies is necessary to truly represent the viewpoint of management to customers.	1	
CUSTOMER NEEDS AND BUYING MOTIVES		Fundamentals of Selling, Wingate-Nolan Store Salesmanship, Robinson-Blacker-Logan
830 Knowledge of how to analyze customer needs.	2	Salesmanship Fundamentals, Ernest-DeVall
946 Attitude that in selling, one is appealing to such fundamental human wants as security, love and power.	2	Basic Salesmanship, Ernest Sales Horizons, Haas-Perry
883 Ability to determine the buying motives of customers and then appeal to them.	2	Creative Selling, Ernest
870 Skill in determining customer's wants and desires during a sale.	2	
*KNOWLEDGE OF THE TYPES OF CUSTOMERS		Fundamentals of Selling, Wingate-Nolan Sales Horizons, Haas-Perry
920 A feeling of sincere interest in customers and their problems.	2	Salesmanship Fundamentals, Ernest-DeVall
865 Skill in remembering personal information about individual customers.	2	Basic Salesmanship, Ernest
867 Skill in showing a genuine interest in the customer's problem.	2	Creative Selling, Ernest

SELLING (continued ...)		NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
CUSTOMER RELATIONS (continued ...)			
HANDLING INDIVIDUAL NEEDS			Fundamentals of Selling, Wingate-Nolan Sales Horizons, Haas-Perry
810	Knowledge of how to handle individual differences in customers.	1	Creative Selling, Ernest
918	A feeling that each customer is an "individual".	2	
863	Skill in distinguishing a customer's personal characteristics while talking to him.	3	
288	Skill in adapting to the personality and needs of customers.	1	
*CUSTOMER COURTESY			Basic Salesmanship, Ernest Creative Selling, Ernest
828	Understanding that customer loyalty can be built with timely merchandise and friendly service.	2	Fundamentals of Selling, Richert-Wingate-Meyers
880	Ability to treat customers with courtesy even though they don't buy in hope that they will return to buy at some future date.	3	Retail Merchandising, Wingate-Samson
HANDLING OBJECTIONS			Salesmanship Fundamentals, Ernest-DeVall Fundamentals of Selling, Wingate-Nolan
926	Attitude that customers' objections must be handled and overcome with respect.	2	Store Salesmanship
874	Skill in sensing a customer's objections and handling them as effectively as possible.	3	Creative Selling, Ernest
*HANDLING DIFFICULT CUSTOMERS			Fundamentals of Selling, Wingate-Nolan Salesmanship Fundamentals, Ernest-DeVall
280	Knowledge of the ways to effectively handle difficult customers.	1	
897	Ability to tactfully handle difficult customers.	1	
*CUSTOMER COMPLAINTS			Customer Services, Buckner Communications in Marketing, Rowe
823	Knowledge of the ways to handle customer complaints according to store policy.	1	
937	Attitude that the customer--by his/her very act of complaining--is giving the store an opportunity to correct a possible fault in its operation.	2	
927	Attitude that a customer's complaint is an excellent opportunity to build goodwill.	2	

SELLING (continued ...)		NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -30-
BASIC TRANSACTIONS			
OPENING THE SALE			Basic Salesmanship, Ernest Creative Selling, Ernest
812	Knowledge of the customer approaches such as greeting, merchandise and service, which may be used when opening a sale.	2	Salesmanship Fundamentals, Ernest-DeVall Retailing Principles and Practices, Richert-Meyers-Haines
511	Understanding that merchandise information is a useful tool in opening a sales conversation with a customer.	1	
942	Attitude that customers should be approached promptly and not be kept waiting.	2	
866	Skill in determining when to approach a customer to open a sale.	2	
SUGGESTION SELLING			Fundamentals of Selling, Wingate-Nolan Basic Selling, Ernest
809	Knowledge of how to suggest related items, accessory items or larger quantities to customers in order to increase the amount of the sale.	1	Retailing Principles and Practices Retail Merchandising, Wingate-Samson
844	Understanding that the effects of underselling are often as harmful as overselling.	2	
929	Attitude that suggestion selling is a service to the customer and also personal satisfaction for money spent.	2	
877	Ability to effectively suggest advertised merchandise from one's own department or other departments in the store that might satisfy the needs of the customer.	4	
882	Skill in coordinating merchandise with related items in an attempt to increase the amount of the sale.	1	
875	Skill in suggesting larger quantities, related goods and additional goods in an effort to increase the average sale.	2	
TELEPHONE AND MAIL SELLING			Retail Selling, Bodle-Corey Retailing Principles and Practices, Richert-Meyers-Haines Fundamentals of Selling, Wingate-Nolan Communications in Marketing, Rowe
099	Knowledge of the differences that exist in communications used in selling over the telephone and over the counter.	1	
835	Knowledge of how to fill mail or telephone orders for merchandise.	2	
008	Knowledge of the procedures for handling mail and telephone orders in response to ads.	1	
156	An awareness of the importance of adequate merchandise knowledge in telephone selling.	1	
130	Skill in listening to customers' names and addresses and writing them correctly.	1	
115	Skill in receiving or giving telephone orders, complaints and messages.	1	

SELLING (continued ...)		NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -31-
BASIC TRANSACTIONS (continued ...)			
CLOSING THE SALE			Basic Salesmanship, Ernest Creative Selling, Johnson
820	Knowledge of the ways to determine how and when to close a sale.	2	Fundamentals of Selling, Wingate-Nolan
895	Skill in determining when and how to close a sale.	2	
876	Skill in closing a sale with a statement appropriate to the occasion or the season.	2	
DEMONSTRATING THE MERCHANDISE			Salesmanship Fundamentals, Ernest-DeVall Retail Merchandising, Wingate-Samson
806	Knowledge of the ways to demonstrate merchandise to create interest and desire in customers.	1	Retailing Principles and Practices, Richert-Meyers-Haines
501	Knowledge of the ways to show that an item of merchandise is suited for the purpose the customer has in mind.	1	Basic Selling, Ernest
939	A belief that to avoid confusing the customer a reasonable number of items should be shown at one time.	2	
893	Skill in demonstrating merchandise in the ways it may be used by the customer.	1	
MERCHANDISE INFORMATION			
*ATTITUDE TOWARD THE MERCHANDISE			Marketing, Sales Promotion and Advertising, Nolan-Warmhe
922	A strong interest in the merchandise or service being sold.	2	Sales Horizons, Haas-Perry
925	A feeling that genuine enthusiasm for merchandise during a sale will help create desire or interest in the customer.	2	Salesmanship Fundamentals, Ernest-DeVall Marketing and Distribution, Mason-Roth
IMPORTANCE OF MERCHANDISING INFORMATION			Retailing Principles and Practices, Richert-Meyers-Haines
510	Understanding that adequate merchandise information will enable the salesperson to increase sales as well as his earning capacity.	1	Supervisory Skills in Marketing, Crawford Basic Selling, Ernest
950	An awareness that successful selling hinges on adequate product information, the customer's understanding and the salesperson's personality.	2	Creative Selling, Ernest
583	Attitude that adequate merchandise knowledge usually creates in the salesperson enthusiasm for his goods and adds to his self-confidence.	1	
587	Belief that adequate merchandise information will help increase sales and promote better customer relations.	1	
588	A belief that adequate merchandise information will build customer confidence in the merchandise as well as in the store.	1	
582	Attitude that a salesperson must have sufficient knowledge of the merchandise he sells in order to answer a customer's questions satisfactorily.	1	
586	Attitude that keeping informed of merchandise and product information makes the sales supporting job more interesting.	1	
931	Attitude that basic product information is necessary to demonstrate good selling practices.	1	

SELLING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
MERCHANDISE INFORMATION (continued ...)		
*KNOWLEDGE OF ADVERTISED/DISPLAYED MERCHANDISE		Fundamentals of Selling, Wingate-Nolan Retailing Principles and Practices, Richert-Meyers-Haines
509 Knowledge of the values of advertising information to the salesperson.	1	
941 A belief that one must know the merchandise being featured in interior and window displays in order to do an adequate selling job.	2	Retail Selling, Bodle-Corey
072 Attitude that newspaper advertising must be read in order to keep informed of the advertising done by one's own store and its competitors.	1	Marketing, Sales Promotion and Advertising, Nolan-Warmhe Salesmanship Fundamentals, Ernest-DeVall
070 Attitude that it is necessary to know facts about merchandise being advertised such as prices, brand names, available sizes, colors, styles and models in order to better promote or sell it.	1	Marketing and Distribution, Mason-Roth
589 Attitude that specific merchandise information may be found in advertisements.	1	
039 Skill in studying specific information in ads and using the advertised facts effectively in selling.	1	
555 Skill in using facts from merchandise advertisements during sales.	1	
003 Knowledge of the prices, available sizes, colors, styles or models of merchandise being advertised in order to better promote or sell.	1	
*USING MERCHANDISE INFORMATION		Retailing Principles and Policies, Richert-Meyers-Haines
551 Skill in building a sales talk around merchandise selling features.	1	Fundamentals of Selling, Wingate-Nolan
562 Skill in selecting and quoting factual comments about certain products.	1	
548 Skill in using facts about the merchandise itself when helping a customer make a buying decision.	1	
*USING TAGS, LABELS, ETC.		Retailing Principles and Practices, Richert-Meyers-Haines
517 Understanding that labels taking the form of tags, stamps, wrappers, etc. identify products as to their content.	1	Marketing and Distribution, Mason-Roth Fundamentals of Selling, Wingate-Nolan
502 Knowledge of sources of merchandise information such as the merchandise itself, handtags and labels, leaflets, box covers and price tags.	1	
564 Ability to translate merchandise label information into selling price.	1	
559 Ability to help customer buy intelligently with the use of stamps, tags, wrappers, etc. attached to merchandise.	1	

SELLING (continued ...)		NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -33-
MERCHANDISE INFORMATION (continued ...)			
FEATURES/BENEFITS			Fundamentals of Selling, Wingate-Nolan Salesmanship Fundamentals, Ernest
827	Knowledge of the selling features of products and/or services.	1	Sales Horizons, Haas-Perry
822	Knowledge of how to translate product knowledge into customer benefits.	1	Retail Principles and Practices, Richert-Meyers-Haines
499	Knowledge of the ways to interpret the features of a product in terms of benefits to customers.	1	Creative Salesmanship, Ernest
949	An awareness that people usually do not buy merchandise itself; rather, they buy merchandise benefits.	2	
584	Attitude that usually services and benefits are bought rather than goods or merchandise.	1	
885	Ability to provide customers "facts and benefits" with discretion, analyzing and judging their reactions.	4	
550	Skill in expressing customer benefits that accompany merchandise selling features.	1	
873	Skill in relating merchandise benefits to a customer's needs when talking about it.	2	
SELLING VOCABULARY			Sales Horizons, Haas-Perry Salesmanship Fundamentals, Ernest
808	Knowledge of how to provide information about merchandise which will create desire or interest in customers.	2	Retailing Principles and Practices, Richert-Meyers-Haines
120	Skill in using the terminology of distribution and developing a vocabulary descriptive of the product or service being sold.	1	
143	Skill in translating technical words concerning an item or merchandise into the customer's language.	1	
123	Skill in selecting and using words suitable to the nature of the article of merchandise or service being sold.	1	
*PRODUCT SUBSTITUTIONS			Fundamentals of Selling, Wingate-Nolan Sales Horizons, Haas-Perry
508	Knowledge of the uses of specific merchandise and differences between similar articles so that merchandise may be selected to meet a customer's needs.	1	Salesmanship Fundamentals, Ernest Retailing Principles and Practices, Richert-Meyers-Haines
507	Knowledge of substitute items that are used for formerly well-known products, what they are substitutes for and superior points of the substitutes.	1	
514	Knowledge of the product features and customer acceptance of competing products.	1	
563	Skill in using a knowledge of the features and customer acceptance of competing products and points of superiority of the product being shown during a sale.	1	
871	Skill in suggesting to customers items of merchandise or services that can be substituted for the unavailable or desired ones.	2	

SELLING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -34-
MERCHANDISE INFORMATION (continued ...)		
*DETERMINING SIZE AND FIT		Retail Merchandising, Wingate-Samson Retail Selling, Bodle-Corey
506 Knowledge of the sizes, colors, styles and prices in which merchandise is available.	1	Basic Selling, Ernest
500 Understanding that since sizes vary according to manufacturers and price lines, it is necessary to judge each customer's requirements.	1	
557 Ability to fit customers with correct sizes when selling articles of clothing.	1	

SECTION B
DIVERSIFIED COOPERATIVE TRAINING
CORE CURRICULUM

ADVERTISING	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
PURPOSES AND TYPES		
PURPOSES OF ADVERTISING		Advertising Planning and Techniques, Samson Advertising, Antrim
011 Knowledge of the purposes of advertising, such as build customer traffic, build a reputation for the store, stabilize sales volume and introduce new products.	2	Jeffrey's Department Store
061 Attitude that good advertising will help increase sales for a department or store, creating interest and desire in customers.	1	
064 Attitude that advertising helps to build customer loyalty for the store and for individual departments.	1	
066 Attitude that advertising helps stabilize volume by maintaining interest during a slow selling period (example: white sales in January).	1	
PRE-SELLING		Advertising Planning and Techniques, Samson Advertising, Antrim
065 Attitude that advertising presells goods and services to the customer making the customer easier to sell once he/she is in the store.	1	Communications in Marketing, Rowe
075 Attitude that advertising is a form of preselling--a tool which catches attention, arouses interest, creates desire and induces action.	1	
060 Attitude that although the ultimate goal of advertising is to sell goods and services the salesperson usually completes the sale.	1	
INSTITUTIONAL VERSUS PROMOTIONAL ADS		Advertising Planning and Techniques, Samson Advertising, Antrim
001 Knowledge of the uses of promotional and institutional advertising.	2	Retail Advertising and Sales Promotion, Edwards-Brown
068 A belief that communications between the various departments and divisions within a store will result in a more efficient operation with mutual benefits to all.	1	Jeffrey's Department Store
PROMOTIONAL PLANNING		
COORDINATION OF ACTIVITIES		Display and Promotion, Smith Retailing Principles and Practices, Richert-Meyers-Haines Advertising, Antrim Marketing and Distribution, Mason-Roth
018 Knowledge of how to tie together advertising, sales promotion and public relations programs in an effort to bring the business to the attention and consideration of the largest possible number of prospective customers.	2	
071 Attitude that advertising's effectiveness is strengthened with skillfully coordinated displays of the merchandise being advertised.	1	Marketing, Sales Promotion and Advertising, Nolan-Warmbe
069 Attitude that advertising should be supplemented by attractive displays and an efficient sales force.	1	Merchandising, Don-Richert-Meyers-Haines
041 Skill in working effectively with advertising and display departments to plan and carry out special advertising or display within the department.	4	Advertising Planning and Techniques, Samson
418 Knowledge of the ways to stimulate sales with timely advertising, markdowns, special sales and sales force incentives.	1	

ADVERTISING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
PROMOTIONAL PLANNING (continued ...)		
COORDINATION OF ACTIVITIES (continued ...)		
454 Skill in using timely advertising, mark-downs, special sales and sales force incentives to stimulate sales.	1	
038 Skill in keeping personnel informed of sales promotion activities within the store.	1	
MEDIA		
TYPES OF MEDIA		Advertising, Antrim Advertising Planning and Techniques, Samson
002 Knowledge of the types of media that are available for advertising--periodicals (newspapers, magazines, trade journals), mass media (radio, t.v., billboards) and direct advertising (catalogs, circulars, letters).	1	
009 Knowledge of the various methods which can be used to inform customers of special events.	1	
PREPARING THE ADVERTISEMENT		
COPY PREPARATION		Advertising, Antrim Advertising Planning and Techniques, Samson Communications in Marketing, Rowe
092 Attitude that advertising, to be successful, must be believed by the customer.	1	
043 Skill in preparing information for advertising copy that will create customer desire.	3	
056 Skill in writing advertising copy.		
131 Skill in writing grammatically correct, attention-getting advertising copy.	1	

COMMUNICATIONS	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -3-
VERBAL		
IMPORTANCE OF VERBAL COMMUNICATION		Communications in Marketing, Rowe Communications at Work, Williams-Eggland
147 Attitude that in distributive occupations the "spoken word" is an important tool of the trade.	2	
144 Attitude that the ability to communicate skillfully in good English is essential to a person's business advancement.	1	
IMPORTANCE OF VOICE		Communications in Marketing, Rowe Speak Up, Adams-Pollock
154 A belief that the voice is an important medium through which selling is accomplished.	2	
150 An awareness that the voice can be used to express conviction and convey confidence.	3	
151 Attitude that the tone of voice can express sincere welcome and eagerness to be of service.	2	
155 A feeling that voice tone quality enhances the value of the merchandise described.	1	
PROPER GRAMMAR		Communications in Marketing, Rowe Communications at Work, Williams-Eggland
145 Attitude that poor or awkward grammar lowers store personnel, store image and merchandise value in the estimation of the customer.	3	
122 Skill in effective use of speech and vocabulary.	3	
*APPROPRIATE VOCABULARY		Communications in Marketing, Rowe
101 Knowledge of the situations in which to use a technical language or commonly understood language.	1	
INTERPRETATION OF THE SPOKEN WORD		Communications in Marketing, Rowe Fundamentals of Selling, Wingate-Nolan
111 Understanding that since interpretations placed on the spoken word vary with different people, one must be careful to speak so that correct interpretations can be made by individual listeners.	1	
164 Awareness that certain thoughtlessly used terms or words can be misinterpreted by the listener.	1	

COMMUNICATIONS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -4-
VERBAL (continued ...)		
APPROPRIATE INTRODUCTION		Communications in Marketing, Rowe Managing by Communications, Merrihue
096 Knowledge of how to address other people in a business-like manner whether they are customers, fellow employees, supervisors or management.	1	
153 An awareness that the use of terms of "endearment" lowers the merchandise, the salesperson and the store's image in the estimation of the customer.	1	
ENUNCIATION AND PRONUNCIATION		Communications in Marketing, Rowe Human Relations in Marketing, Hiserodt
152 An appreciation of the value of correct enunciation and pronunciation in speaking.	2	
137 Ability to talk clearly and pleasantly, conveying spirit and enthusiasm in one's speech.	3	
USING GESTURES		Communications in Marketing, Rowe Communications at Work, Williams-Eggland
166 A realization that gestures help convey feelings in spoken communications.	2	
WRITTEN		
BUSINESS LETTER WRITING		Communications at Work, Williams-Eggland Business English and Communications, Steward-Lanham How to Write Successful Business Letters, Reibel
095 Knowledge of the correct forms used in business letter writing.	1	
133 Skill in writing informative and effective business letters.	1	
*WRITTEN REPORTS		Communications at Work, Williams-Eggland
094 Knowledge of how to use written communications in forms and reports.	3	
STAFF		
LISTENING TO AND FOLLOWING DIRECTIONS		Communications in Marketing, Rowe Jeffrey's Department Store
119 Skill in listening to and following directions.	3	

COMMUNICATIONS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
STAFF (continued ...)		
*ROLE OF EMPLOYEE MEETINGS		IDECC
167 Attitude that attending departmental or store-wide meetings is a good way to keep informed of promotions, changing methods and operating picture.	1	
*INTERPRETATION OF STORE POLICIES		Supervisory Skills in Marketing, Crawford
108 Understanding that the supervisor in his contact with new customers, new employees, new vendors and new situations must bring the organization's general policies down to specifics.	1	
124 Skill in interpreting management's policies to employer and employee's problems to management.	1	
CONFIDENTIAL INFORMATION		Communications in Marketing, Rowe Human Relations in Marketing, Hiserodt
102 Knowledge of when to keep communications confidential.	2	
SUGGESTING CHANGE TO MANAGEMENT		Communications in Marketing, Rowe
093 Knowledge of how to suggest changes to management.	3	

DISPLAY	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
PRINCIPLES/TECHNIQUES		
CREATING CUSTOMER INTEREST		Communications in Marketing, Rowe Retailing Principles and Practices, Richert-Meyers-Haines Fundamentals of Selling, Wingate-Nolan Retail Merchandising, Wingate-Samson Display and Promotion, Smith
805 Knowledge of the ways to show or display merchandise to create interest and desire in customers.	1	
894 Skill in displaying merchandise in a way that creates interest and desire in customers.	1	

HUMAN RELATIONS	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -7-
PERSONAL DEVELOPMENT		
IMPORTANCE OF HUMAN RELATIONS		Human Relations in Marketing, Hiserodt Jeffrey's Department Store
309 Attitude that next to job performance, human relations is an employee's greatest responsibility.	1	
310 Attitude that the worker's satisfactory job performance includes not only what he does, but also how he influences other people, whether good or bad.	1	
UNDERSTANDING SELF AND OTHERS		Human Relations in Marketing, Hiserodt Jeffrey's Department Store
302 Ability to understand one's self.	1	
313 An awareness that understanding others and one's self is basic to working harmoniously together.	1	
PERSONALITY TRAITS		Human Relations in Marketing, Hiserodt Personality and Human Relations, Sferra-Wright-Rice Your Personality and You, Splaver-Messner
326 An awareness that good human relations depends on the personality factor and the adjustment of personalities.	1	
286 Skill in developing personality traits necessary for successful job performance.	3	
HONESTY AND INTEGRITY		Human Relations in Marketing, Hiserodt Jeffrey's Department Store
312 Attitude that honesty and integrity are personality traits necessary in job situations such as record-keeping, time-keeping and stockkeeping in addition to jobs that require working with money.	1	
*ORDERLY AND SYSTEMATIC BEHAVIOR		IDECC
267 Knowledge of how to be orderly and systematic.	2	
POSITIVE ATTITUDE		Human Relations in Marketing, Hiserodt Jeffrey's Department Store
274 Understanding that a positive attitude is usually reflected in one's work.	1	

HUMAN RELATIONS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
PERSONAL DEVELOPMENT (continued ...)		
INTEREST AND ENTHUSIASM		Human Relations in Marketing, Hiserodt Communications in Marketing, Rowe
158 An awareness that nothing is quite so important or contagious as enthusiasm--for the store, for the merchandise and for customers.	2	
268 Knowledge of how to show an interest in others.	2	
303 Skill in generating enthusiasm toward people.	1	
*INITIATIVE AND CREATIVITY		Human Relations in Marketing, Hiserodt Supervisory Skills in Marketing, Crawford
317 An awareness of the necessity to perform tasks in addition to one's job responsibilities when situations necessitate.	1	
296 Skill in demonstrating initiative and creativity.	1	
*DEVELOPING POSITIVE WORKING RELATIONSHIPS		Human Relations in Marketing, Hiserodt Communications in Marketing, Rowe
269 Knowledge of how to build sound working relations in "forced" associations.	1	
281 Skill in developing and maintaining harmonious relationships with other employees.	1	
283 Skill in working cooperatively with fellow employees, supervisors and management and being aware of their needs and motivations.	1	
FIRST IMPRESSIONS		Basic Selling, Ernest
163 A realization that first impressions are important to the business and last impressions are longest remembered.	2	
PERSONAL HEALTH		Supervisory Skills in Marketing, Crawford
285 Skill in maintaining good health for effective job performance.	2	
DRESS AND GROOMING		Human Relations in Marketing, Hiserodt Communications in Marketing, Rowe
263 Knowledge of how to dress appropriately for the job and maintain a well-groomed appearance.	2	
319 An awareness that good personal appearance helps create effective customer impressions.	1	

PERSONAL DEVELOPMENT (continued ...)

*ACCEPTING CRITICISM		Supervisory Skills in Marketing, Crawford
295 Skill in accepting criticism and turning it into a character-building element.	2	
*SELF CONTROL		Supervisory Skills in Marketing, Crawford Personality and Human Relations, Sferra-Wright-Rice
284 Skill in maintaining an objective point of view in problem situations.	1	
294 Skill in exercising self-control during trying situations.	2	
*ADJUSTING TO CHANGE		Human Relations in Marketing, Hiserodt
316 An awareness that an employee must be willing to accept and adjust to change.	1	
301 Skill in adjusting to change.		
*AVOIDING MISREPRESENTATION		Communications in Marketing, Rowe
289 Skill in avoiding misrepresentations of people, products and policies.	1	
PROFESSIONAL ORGANIZATIONS		Human Relations in Marketing, Hiserodt The Branch Manager's Manual, Beatrice-Judelle
663 Knowledge of the names and purposes of significant professional associations--local, state and national--that are of interest to retail management.	1	
334 A recognition of the need for joining and participating in meetings and activities which will improve personal and professional development.	1	

CUSTOMER CONTACT

HUMAN RELATIONS AND PUBLIC RELATIONS		Marketing, Sales Promotions and Advertising, Nolan-Warmhe Marketing and Distribution, Mason-Roth
320 A feeling that good human relations within a company build good public relations.	1	
933 A realization of the importance of the salesperson's position in regard to his public relations function	2	

HUMAN RELATIONS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
CUSTOMER CONTACT (continued ...)		
EFFECTIVE COMMUNICATIONS		Communications in Marketing, Rowe Fundamentals of Selling, Wingate-Nolan
161 A realization that even in the most skillfully constructed communications misinterpretations will develop.	1	
127 Skill in communicating effectively with customers, co-workers and supervisors.	2	
REPRESENTING THE BUSINESS		Human Relations in Marketing, Hiserodt
287 Skill in representing the business favorably to customers and outside business associates.	1	
HANDLING CUSTOMER INQUIRIES		Communications in Marketing, Rowe
116 Skill in satisfactorily handling customer inquiries for general information.	3	
*INTERPRETING STORE POLICIES TO CUSTOMERS		Communications in Marketing, Rowe
117 Skill in interpreting store policies to customers.	3	
*DIRECTING CUSTOMERS TO STORE LOCATIONS		Business Principles and Management, Shiff-Carmichle-Wilson
826 Knowledge of department and merchandise locations within the store.	1	Retail Merchandising, Wingate-Samson
042 Skill in correctly informing customers of the location of advertising merchandise within the store.	1	

MATHEMATICS	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
BASIC SKILLS		
TYPES OF MATHEMATICAL MANIPULATIONS		Marketing Math, Stull Mathematics in Marketing, Logan-Freeman
353 Knowledge of mathematical manipulations up to and including first degree algebraic expressions.	10	
ADDITION		Marketing Math, Stull Mathematics in Marketing, Logan-Freeman
358 Skill in adding columns of figures with facility.	1	
MULTIPLYING AND EXTENDING FIGURES		Marketing Math, Stull Mathematics in Marketing, Logan-Freeman
357 Skill in multiplying and extending figures with facility.	1	
PERCENTAGES		Marketing Math, Stull Mathematics in Marketing, Logan-Freeman
377 Skill in using and translating percentages with facility.	1	
CASHIERING PROCEDURES		
CALCULATING AMOUNT OF PURCHASE		Marketing Math, Stull Mathematics in Marketing, Logan-Freeman Retail Merchandising, Wingate-Samson Retail Selling, Bodle-Corey
384 Ability to determine the prices of merchandise being purchased in a lesser quantity than that originally multiple priced.	1	
374 Skill in accurately calculating the exact amount of a customer's purchase.	1	
390 Attitude that carefully calculating the exact amount of a customer's purchase will prevent inventory shortages.	1	
COMPUTING DISCOUNTS, TAXES, AND SPECIAL CHARGES		Marketing Math, Stull Mathematics in Marketing, Logan-Freeman
359 Skill in computing postal and mail charges for delivery of merchandise to customers.	1	
360 Skill in reading and interpreting self computing scales that speed up mathematical procedures such as tax computation charts.	1	
362 Skill in computing local, state and federal taxes which must be applied in the sale of goods.	1	
363 Skill in accurately computing employee discounts, delivery charges, alteration charges, lay-away charges, etc. when writing out and computing sales-checks.	1	

MATHEMATICS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -12-
CASHIERING PROCEDURES (continued ...)		
HANDLING CASH SALES		Mathematics in Marketing, Logan-Freeman
813 Knowledge of the procedures involved in conducting a cash sale transaction.	1	
890 Ability to efficiently handle a cash sale transaction.	1	
HANDLING CHECKS		Cashing Checks, National Cash Register
832 Knowledge of how to process checks received in payment for merchandise purchased.	1	
621 Knowledge of how to authorize customer checks according to the store's policy.	1	
775 Attitude that since cashing checks is a risky business every precaution should be taken when cashing them.	3	
MAKING CHANGE		Marketing Math, Stull Mathematics in Marketing, Logan-Freeman
818 Knowledge of how to make change and count it back to the customer.	1	
896 Ability to determine the correct change and count it back to a customer during a cash sale according to company procedure.	2	
386 Ability to make change quickly and accurately.	1	
371 Skill in making change and using the cash register.	1	
RECORDING AND REPORTING SALES TAX		IDECC
633 Knowledge of how to record and report federal and state sales tax.	2	

BUYING CONSIDERATIONS

*COMPARISON SHOPPING

Fundamentals of Selling, Wingate-Nolan
Marketing and Distribution, Mason-Roth
Retailing Principles and Practices, Richert-Meyers-Haines
Salesmanship Fundamentals, Ernest-DeVall-Gress

004	Knowledge of the merchandise features to analyze when making comparison shoppings of a competitor's merchandise.	1
050	Ability to make comparison shoppings of a competitor's merchandise.	2
438	Skill in keeping informed of competitive conditions in the market area which the store serves.	1
546	Skill in knowing what to look for when making comparison shoppings of a competitor's merchandise.	1
553	Skill in showing to customers the points of superiority of one's own product in comparison to competing stores' products.	1

DETERMINING QUANTITIES TO BUY

IDECC

446	Ability to determine the quantity of merchandise to buy when purchasing new merchandise or reordering basic stocks.	1

UNIT INVENTORY CONTROL SYSTEMS

Marketing and Distribution, Mason-Roth
Marketing Sales Promotion and Advertising, Nolan-Warmhe
Merchandising, Don-Richert-Meyers-Haines
Retail Advertising and Sales Promotion, Edwards-Brown
Retail Merchandising, Wingate-Samson
Retailing Principles and Practices, Richert-Meyers-Haines
The Buyer's Manual, NRMA

415	Knowledge of the uses of unit control records in predicting trends in price lines, colors, types, sizes, etc.	1
427	Knowledge of the uses of the information available from unit inventory control systems.	1
451	Skill in using unit control records to predict trends in price lines, colors, types, sizes, etc.	1
490	A belief that unit inventory control systems must be kept up-to-date if they are to be useful in planning and making purchases.	1
466	Skill in using forms and records necessary in inventory control.	1
467	Skill in interpreting and using the information available from unit inventory control systems.	2

MAINTAINING BALANCED INVENTORY

Merchandising, Don-Richert-Meyers-Haines

482	Attitude that a balanced stock is the basis of good merchandising in that maximum volume, customer goodwill, satisfactory profit, minimum investment and rapid turnover can be achieved.	1
436	Skill in maintaining a close relationship between stocks and sales.	1

MERCHANDISING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -14-
BUYING CONSIDERATIONS (continued ...)		
PURPOSE OF STOCK COUNTS		Retail Business Management, Gillespie-Hecht Retail Management, Davison-Brown
401 Understanding that stock counts are taken for inventory-control purposes and for ordering purposes.	1	Retailing Principles and Practices, Richert-Meyers-Haines
*CONDUCTING STOCK COUNTS		Retail Merchandising, Wingate-Samson Retailing Principles and Practices,
414 Knowledge of the orocedures involved in a merchandise count for physical inventory.	1	Richert-Meyers-Haines
463 Ability to oarticipate in merchandise counts for physical inventories.	1	
442 Skill in taking accurate stock counts of merchandise for ordering, inventory or unit-book-control.	2	
MODEL STOCK PLANS		Fashion Merchandising, Troxelle Retail Merchandising, Wingate-Samson
637 Knowledge of the amount on-hand of various items which is considered an adequate supply.	2	Retail Selling, Bodle-Corey Retailing Management, Davison-Brown
423 Knowledge of stock quantities necessary for seasonal or year-round selling.	1	Retailing Principles and Practices,
408 Knowledge of the uses of a model (or basic) stock plan.	1	Richert-Meyers-Haines
549 Skill in keeping an accurate record of the supply of merchandise on hand and/or amount to reorder.	1	The Buyer's Manual, NRMA
447 Skill in determining stock quantities necessary for seasonal or year-round selling.	1	
453 Skill in preparing and maintaining a model (or basic) stock plan.	1	
433 Skill in placing reorders as soon as the need is discovered to assure depth of stock in wanted merchandise.		
*REPORTING LOW STOCK QUANTITIES		Retailing Principles and Practices, Richert-Meyers-Haines
947 Attitude that the buyer or department manager must be promptly informed of items not in stock for which customers ask.	1	
476 Attitude that the buyer must be kept informed of low quantity points of staple stocks.	1	
PRICING		
STORE POLICIES		Merchandising, Don-Richert-Meyers-Haines
396 Knowledge of the store's price-line structure and pricing policies.	1	

MERCHANDISING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -15-
PRICING (continued ...)		
PSYCHOLOGICAL EFFECTS OF PRICING		Business Principles and Management, Shilt Buying and Pricing, Don
397 Knowledge of the ways prices psychologically affect consumers.	1	Fundamentals of Selling, Wingate-Nolan
460 Ability to determine the psychological effect of prices on a customer.	1	Retailing Principles and Practices, Richert-Meyers-Haines
DETERMINING RETAIL PRICES		Mathematics in Marketing, Logan-Freeman Marketing Math, Stull
392 Attitude that retail prices must be carefully placed on goods and services so as to cover the cost of operation and yield a profit.	1	
364 Skill in figuring markup percent on individual items, on merchandise orders and merchandise carried in stock throughout a designated period.	1	
375 Skill in setting prices on goods and services that will cover the cost of operation and yield a profit.	1	

MANAGEMENT	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
PERSONNEL EMPLOYMENT		
SELECTING NEW EMPLOYEES		Human Relations in Marketing, Hiserodt Starting Your Own Business, Ely-Barns Supervisory Skills in Marketing, Crawford
661 Knowledge of how to interview potential employees, obtaining all necessary data and offering them information concerning the business-its operation and policies.	1	
764 Attitude that attention must be paid to state and local laws regulating the hiring of minors, wages and hours, and health examinations.	1	
693 Ability to select those persons most nearly qualified for employment when recruiting potential employees.	1	
692 Skill in carefully selecting and placing employees in jobs which they are physically, mentally and emotionally equipped to perform.	1	
297 Ability to determine which applicants shall be employed in order to best carry out business objectives.	4	
290 Skill in selecting the right person to do a job, giving clear instructions and seeing that instructions are properly carried out.	1	
ORIENTING NEW EMPLOYEES		Personnel Management, Chruden-Sherman Personnel Policies, Guio
275 Understanding that supervisors must help new employees adjust to their jobs, seeing that they become acquainted with fellow employees.	1	
606 Knowledge of the ways to make job orientation for new employees friendly, skillful and adequate.	1	
282 Skill in sponsoring new employees in the department or store.	1	
691 Ability to make job orientation for new employees friendly, skillful and adequate.	1	
EMPLOYEE TRAINING		Human Relations in Marketing, Hiserodt Starting Your Own Business, Ely-Barns Supervisory Skills in Marketing, Crawford
745 Belief that efficient individual workers and an organization that functions smoothly are usually outcomes of effective employee training.	1	
580 Attitude that a continual program of training and retraining employees with product knowledge must be carried out.	1	
746 Attitude that salespeople must be continuously informed of new merchandise, new styles and merchandising trends through individual or group training.	1	
768 Attitude that a good supervisor must also be an effective teacher or trainer.	1	
748 Attitude that it is management's responsibility for providing job knowledge through training.	1	
104 Knowledge of adult training classes offered for store employees and distributive workers by the local public school system and other agencies in the community.	1	

MANAGEMENT (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
PERSONNEL EMPLOYMENT (continued ...)		
TRAINING SKILLS		Retail Business Management, Gillespie-Hecht Retail Merchandising, Wingate-Samson
607 Knowledge of the methods of training which can be used such as telling, showing, demonstration and dramatization.	1	
293 Skill in training employees and following-up on the effectiveness of training.	1	
690 Skill in selecting and using the methods of training best suited to individual situations.	1	
138 Ability to assist with training or teaching others.	3	
MANAGEMENT TRAINING		Human Relations in Marketing, Hiserodt
789 Attitude that in order to be best prepared for future management responsibilities trainees must be willing to work and train in various capacities within a store operation.	1	
330 A recognition that training contributes to the understanding by supervisors of personnel management and other managerial functions which they must perform.	1	
332 Attitude that time spent training assistant managers (potential store managers) is worthwhile to the future of the business.	1	
790 Attitude that time spent training assistant managers (potential store managers) is worthwhile to the future of the business.		
MORALE AND MOTIVATION		
EMPLOYEE MORALE		Communications in Marketing, Rowe Jeffrey's Department Store Supervisory Skills in Marketing, Crawford
272 Knowledge of morale as being the term frequently used to describe employee attitudes toward their jobs, employer and fellow employees.	1	
311 Attitude that employee morale is a primary responsibility of management.	1	
328 A realization that employee morale is influenced by the supervisor's attitude.	1	
262 Knowledge of the factors which appear to affect employee morale.	1	
264 Knowledge of how to build morale in employees.	1	
ROLE OF HUMAN RELATIONS		Human Relations in Marketing, Hiserodt
321 An awareness that good human relations improve employee morale by encouraging cooperation, generating happiness and creating harmony.	1	
322 An awareness that good human relations helps increase production by stimulating interest and creativeness in employees.	1	

MANAGEMENT (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
MORALE AND MOTIVATION (continued ...)		
WORKING ENVIRONMENT		Human Relations in Marketing, Hiserodt Succeeding in the World of Work Retail Merchandising, Wingate-Samson
276 Understanding that human relations in the retail organization consists of an interdependence with fellow employees, supervisors and customers.	1	
604 Knowledge of how to maintain a working environment where employees can have a sense of security and reasonable freedom from worry.	1	
266 Knowledge of how to develop and maintain a pleasant working environment.	1	
744 Attitude that conditions should be such that working proves to be a satisfying social experience as well as a means of making a livelihood.	1	
*DEVELOPING PRIDE IN THE COMPANY		Starting Your Own Business, Ely-Banz Supervisory Skills in Marketing, Crawford
605 Knowledge of how to help each employee have a feeling of pride in his company and the worthwhileness of his work.	1	
MOTIVATING OTHERS		Communications in Marketing, Rowe Human Relations in Marketing, Hiserodt
097 Knowledge of how to communicate with others in order to motivate them to work willingly.	1	Modern Retail Management, Duncan-Phillips-Hollander
270 Knowledge of how to motivate others for best performance.	1	
ACHIEVING RESULTS THROUGH OTHERS		Human Relations in Marketing, Hiserodt Supervisory Skills in Marketing, Crawford
273 Understanding that supervisors or managers accomplish results by encouraging employees to work toward mutually beneficial objectives.	1	
261 Knowledge of how to get results through people by practicing effective human relations.	1	
314 Attitude that leadership concentrates on effective relationships with others, but is oriented toward making progress and achieving results.	2	
315 A feeling that the effective supervisor must be a leader whose job is to achieve results through other people.	2	
IMPORTANCE OF EFFECTIVE COMMUNICATION		Communications in Marketing, Rowe Supervisory Skills in Marketing, Crawford
159 A belief that an important phase of management's responsibility in any organization is communication.	1	
331 An awareness that motivation is closely connected with communication.	1	
786 Attitude that employees must be made aware of sales, profits, margins, striving for best possible profits.	1	

MANAGEMENT (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
MORALE AND MOTIVATION (continued ...)		
*LEADERSHIP BY EXAMPLE		Supervisory Skills in Marketing, Crawford
318 A belief that a supervisor should set an example of personal work habits and character which employees can emulate.	1	
*RECOGNITION OF OTHERS		Communications in Marketing, Rowe Supervisory Skills in Marketing, Crawford
265 Knowledge of how to recognize the accomplishments of others.	1	
740 A belief that each employee should be made to feel his efforts are really appreciated.	1	
CAPITALIZING ON EMPLOYEE ATTRIBUTES		Human Relations in Marketing, Hiserodt
300 Ability to capitalize on the talents and attributes of employees both to their benefit and that of the business's.	1	
EMPLOYEE COMPLAINTS AND GRIEVANCES		Human Relations in Marketing, Hiserodt Supervisory Skills in Marketing, Crawford
271 Knowledge of the evidences of poor morale--high personnel turnover, numerous grievances, increased absenteeism and tardiness, restriction of output and tardiness.	1	
291 Skill in interviewing employees regarding corrections and grievances.	1	
157 Attitude that by listening "with a sensitive ear" one can often detect true sources of complaints or grievances among store personnel.	1	
106 Understanding that to control grievances within the organization, employees should be given timely information concerning policies and procedures.	1	
652 Knowledge of how to handle employee complaints and grievances, maintaining an objective point-of-view.	1	
POLICIES/ORGANIZATION		
GENERAL MANAGEMENT CONSIDERATIONS		Starting Your Own Business, Ely-Barns
674 Knowledge of the intangibles of business such as human relations factors, long-run economic factors and innovations which may influence business.	1	
725 Ability to keep informed of new developments and improvements in equipment and supplies and adapt those to the business that will prove most profitable.	2	
716 Skill in keeping informed of developments and trends which will affect present and future store operations.	1	

MANAGEMENT (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
POLICIES/ORGANIZATION (continued ...)		
*OPERATING EXPENSES		Marketing Math, Stull
348 Understanding that a retail business firm's operating expenses include such expenses as payroll, buying expenses, promotional expenses, utilities, transportation, supplies and delivery.	1	
*ESTABLISHING AND INTERPRETING POLICIES		Supervisory Skills in Marketing, Crawford Retail Business Management, Gillespie-Hecht
308 Attitude that the store's personnel policies are established for the benefit of the store and the employee.	1	
749 Attitude that management, supervisors and employees require a framework of policies and procedures within which to operate.	1	
741 A belief that careful and thoughtful consideration should be given to the probable effect each rule, notice and practice will have on the feelings of all concerned.	1	
743 A belief that there should be a constant and intelligent effort on the part of management to be absolutely fair in every policy and every practice.	1	
715 Skill in determining, setting up and interpreting to employees those store policies and procedures that will be most beneficial to the operation of the business and to store personnel.	2	
EMPLOYEE PARTICIPATION IN POLICYMAKING		Communication in Marketing, Rowe Human Relations in Marketing, Hiserodt
278 Understanding that employees will comply more readily with policies they understand.	1	
277 Understanding that personnel usually understand and comply more readily with policies and procedures which they have helped develop.	1	
327 A realization that employees' ideas often prove beneficial when incorporated into business operations.	1	
742 A belief that employees should have a part in planning those things which affect their working conditions.	1	
*PERSONNEL ORGANIZATION		Human Relations in Marketing, Hiserodt Starting Your Own Business, Ely-Barns Supervisory Skills in Marketing, Crawford
609 Understanding that a personnel organization by showing lines of authority and responsibility can be used in hiring and training as well as in increasing morale.	1	
758 An awareness that a personnel organization enables the policies of the firm to be carried out and enables each person employed to make a contribution to its successful operation.	1	
759 Attitude that lines of authority should be followed, so that a department head or supervisor's position may not be weakened by management dealing directly with employees on matters that are logically in the supervisor's domain.	1	

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MANAGEMENT (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
POLICIES/ORGANIZATION (continued ...)		
*PLANNING AND ORGANIZING WORK		Personnel Management, Chruden-Sherman Supervisory Skills in Marketing, Crawford
695 Ability to determine in various situations the most efficient way to get the job accomplished.	1	
723 Skill in planning and organizing work.	1	
*ASSIGNING DUTIES AND RESPONSIBILITIES		Communications in Marketing, Rowe Supervisory Skills in Marketing, Crawford
100 Knowledge of the approaches which can be used in assigning duties and delegating authority so that everything is completely clear.	1	
109 Understanding that communications in assigning work means a constant striving for clarity.	1	
139 Ability to convey directions and instructions clearly to employees.	1	
*SCHEDULING EMPLOYEES		Supervisory Skills in Marketing, Crawford The Branch Manager's Manual, Judelle
608 Knowledge of how to plan work-force budgets and schedule employee working hours, lunch hours and reliefs.	1	
779 Attitude that customer relations can be maintained at a high level by scheduling personnel for adequate check-out coverage.	1	
763 Attitude that employee morale can be maintained and payroll savings brought about by carefully scheduling and budgeting employee working hours.	1	
782 Attitude that careful scheduling and organization of workloads help maintain high employee morale and work performed according to schedule.	1	
712 Skill in planning and developing a work force budget and scheduleing employee working hours, lunch hours and reliefs.	1	
CUSTOMER SERVICES		
ROLE OF SPECIAL CUSTOMER SERVICES		Customer Services, Buckner
754 An awareness that special customer services and accommodations build customer goodwill and help increase sales.	1	
CONTROLLING EXPENSES		
EXPENSE CONTROL		Retailing Principles and Practices, Richert-Meyers-Haines Store Organization and Operations, Robinson Wholesaling and Physical Distribution, Ertel-Walsh
619 Understanding that careful use of supplies will help control expenses.	1	
618 Understanding that seemingly small savings in some expense areas can mean a substantial gain in profits.	2	

MANAGEMENT (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -22-
CONTROLLING EXPENSES (continued ...)		
EXPENSE CONTROL (continued ...)		
666 Knowledge of how to control expenses in order to provide the highest possible profit.	1	
752 A realization that expenses are an influential factor in making merchandise profitable.	1	
694 Ability to observe and evaluate the operations of similar stores in an attempt to increase efficiency in one's own store operation.	1	
EXPENSE CONTROL--EMPLOYEE ROLE		IDECC
617 Understanding that although management plans expense control budgets, the actual control must be carried out by the cooperative effort of all store employees.	1	
BUDGETING AND RECORDKEEPING		
ANALYZING STATISTICAL REPORTS		Marketing Math, Stull
367 Skill in analyzing charts and graphs and interpreting the data.	1	
372 Skill in selecting and analyzing pertinent factors from a statistical or written report.	1	

OPERATIONS	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -23-
CREDIT		
PURPOSE AND IMPORTANCE		Basic Retail Credit, Ohio State Credit and Collections, Kohns
821 Knowledge of the importance of credit as a selling tool.	1	Retailing Principles and Practices, Richert-Meyers-Haines
735 An awareness of the advantages of credit to the store--produces sales that might never have been made, increases the number of sales per customer and attracts a better type of customer to the store.	1	
736 An awareness of the advantages of credit to the customer--smooths out irregularities of purchasing power, is a shopping convenience, etc.	1	
RECEIVING AND STOCK HANDLING		
STOCK CONTROL RECORDS		Retail Merchandising, Wingate-Samson Retailing Principles and Practices, Richert-Meyers-Haines
400 Knowledge of the uses of forms and records necessary in inventory control.	1	
640 Knowledge of the uses of forms and reports necessary in stockkeeping.	1	Starting Your Own Business, Ely-Barns
474 Attitude that stockkeeping errors or losses affect company profits.	1	Wholesaling and Physical Distribution, Ertel-Walsh
379 Ability to maintain mathematically correct stock control records.	1	
368 Skill in keeping stock control books--posting prices, styles, codes, sales, markdowns, merchandise returns, etc.	1	
CHECKING INCOMING MERCHANDISE		Retailing Principles and Practices, Richert-Meyers-Haines
638 Knowledge of the procedures involved in checking merchandise in against an invoice.	2	Wholesaling and Physical Distribution, Ertel-Walsh
761 Attitude that complete records should be kept of all incoming merchandise for store protection.	1	
708 Skill in accurately checking in merchandise against an invoice.	2	
SHIPPING/RECEIVING DISCREPANCIES		Wholesaling and Physical Distribution, Ertel-Walsh
639 Knowledge of the procedures for handling incorrect amounts or types of merchandise received.	1	
760 An awareness that to prevent shortages, merchandise being returned to vendors must be correctly recorded in inventory control records.	1	
703 Skill in determining the priority for processing (in receiving and marking) merchandise.	1	
707 Skill in handling incorrect amounts or types of merchandise received.		

OPERATIONS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -24-
RECEIVING AND STOCK HANDLING (continued ...)		
REPORTING AND FILING CLAIMS		Wholesaling and Physical Distribution, Ertel-Walsh
642 Knowledge of the procedures for filing claims for merchandise damages, shortages and overcharges on carriers or manufacturers.	4	
643 Knowledge on how to follow through on non-delivered or lost merchandise.	1	
706 Skill in following through on non-delivered or lost merchandise.	1	
DAMAGED MERCHANDISE		Wholesaling and Physical Distribution, Ertel-Walsh
634 Knowledge of procedures for reporting and handling damaged merchandise.	3	
784 Attitude that damaged or spoiled merchandise must be kept at a minimum to protect the store's profit picture.	1	
MERCHANDISE RETURNS TO MANUFACTURERS		Wholesaling and Physical Distribution, Ertel-Walsh
413 Knowledge of the reasons for making returns of merchandise to manufacturers.	1	
STORE MAINTENANCE/HOUSEKEEPING		
FUNCTIONS OF STORE MAINTENANCE		Retail Merchandising, Wingate-Samson Retailing Principles and Practices, Richert-Meyers-Haines
614 Knowledge of the functions of store maintenance.	1	
750 Attitude that a well-kept store is a primary means of attracting and holding business.	1	
HOUSEKEEPING RESPONSIBILITIES		Fundamentals of Selling, Wingate-Nolan Retail Merchandising, Wingate-Samson
840 Knowledge of the housekeeping duties which must be performed in connection with proper stock care.	1	
940 Attitude that stocks which are kept fresh and tidy are a true asset during a sale.	2	
*HANDLING STORE EQUIPMENT		IDECC
696 Skill in handling and caring for store equipment.	1	

OPERATIONS (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -25-
STORE MAINTENANCE/HOUSEKEEPING (continued ...)		
*SUPPLY REQUISITIONS		IDECC
635 Knowledge of how to requisition and obtain supplies needed by the department such as salescheck books, wrapping supplies and report forms.	2	
SECURITY/ACCIDENT PREVENTION		
EMERGENCY PLANNING		Starting Your Own Business, Ely-Barns Wholesaling and Physical Distribution, Ertel-Walsh
788 Attitude that employees must be made alert to property protection and store security by supplying them information concerning fire and general safety regulations and procedures.	1	
751 Belief that employees must be trained with regard to safety measures and accident prevention.	1	
731 Ability to think ahead and plan for any emergencies that might arise.	1	
*SAFETY PRECAUTIONS		Wholesaling and Physical Distribution, Ertel-Walsh
615 Understanding that proper care of store equipment and proper stock arrangements can help prevent accidents.	1	
777 Attitude that empty cases and cartons should be quickly cleared from aisles to prevent customer and employee accidents.	1	
732 Skill in remembering safety precautions that can eliminate accidents while handling equipment.	1	
*ACCIDENT PROCEDURES		IDECC
660 Knowledge of how to take care of employees' and customers' accidents in the store.	1	

PRODUCT AND SERVICE	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
TYPES AND SOURCES		
USE OF JOURNALS AND PERIODICALS		Basic Selling, Ernest Fundamentals of Selling, Wingate-Nolan Merchandising, Don-Richert-Meyers-Haines Retailing Principles and Practices, Richert-Meyers-Haines
581 Attitude that a familiarity with trade journals will supplement product, merchandise and service knowledge as well as current business trends.	1	
149 An awareness that fashion and style information, product knowledge and business trends can be obtained by reading trade and business journals and publications.	1	
110 Understanding that valuable information can be gained by reading manufacturer's handtags, labels, directions, etc.	1	
435 Skill in keeping up-to-date on trends through trade journals, central buying office aids, etc.	1	

SELLING	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -27-
CUSTOMER RELATIONS		
IMPORTANCE OF SELLING		Basic Selling, Ernest Creative Selling, Ernest
921 A belief that the job of selling contributes to the well-being of customers.	2	Fundamentals of Selling, Wingate-Nolan
930 Attitude that the act of selling is helping the customer obtain maximum personal satisfaction for money spent.	1	
923 A conviction that selling is important to the store and to the economy.	2	
938 A feeling of pride in being a salesperson.	1	
SELLING INTEGRITY		Marketing and Distribution, Mason-Roth Salesmanship Fundamentals, Ernest-DeVall
957 Attitude that one should give the best customer service with the customer always first in mind.	1	
943 A belief that one should live up to promises made to customers.	2	
919 A feeling that the customer needs the service or product being offered.	1	
OBSERVING STORE POLICIES		Customer Services, Buckner
899 Ability to serve customers in the manner or style that management desires.	3	
932 Attitude that sufficient understanding of a firm's policies is necessary to truly represent the viewpoint of management to customers.	1	
*KNOWLEDGE OF THE TYPES OF CUSTOMERS		Basic Salesmanship, Ernest Creative Selling, Ernest
920 A feeling of sincere interest in customers and their problems.	2	Fundamentals of Selling, Wingate-Nolan
865 Skill in remembering personal information about individual customers.	2	Salesmanship Fundamentals, Ernest-DeVall
867 Skill in showing a genuine interest in the customer's problem.	2	Sales Horizons, Haas-Perry
HANDLING INDIVIDUAL NEEDS		Creative Selling, Ernest Fundamentals of Selling, Wingate-Nolan
810 Knowledge of how to handle individual differences in customers.	1	Sales Horizons, Haas-Perry
918 A feeling that each customer is an "individual".	2	
863 Skill in distinguishing a customer's personal characteristics while talking to him.	3	
288 Skill in adapting to the personality and needs of customers.	1	

SELLING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
CUSTOMER RELATIONS (continued ...)		
*CUSTOMER COURTESY		Basic Salesmanship, Ernest Creative Selling, Ernest
828 Understanding that customer loyalty can be built with timely merchandise and friendly service.	2	Fundamentals of Selling, Richert-Meyers-Haines
880 Ability to treat customers with courtesy even though they don't buy in hope that they will return to buy at some future date.	3	Retail Merchandising, Wingate-Samson
*HANDLING DIFFICULT CUSTOMERS		Fundamentals of Selling, Wingate-Nolan Salesmanship Fundamentals, Ernest-DeVall
280 Knowledge of the ways to effectively handle difficult customers.	1	
897 Ability to tactfully handle difficult customers.	1	
*CUSTOMER COMPLAINTS		Communications in Marketing, Rowe Customer Services, Buckner
823 Knowledge of the ways to handle customer complaints according to store policy.	1	
937 Attitude that the customer--by his/her very act of complaining--is giving the store an opportunity to correct a possible fault in its operation.	2	
927 Attitude that a customer's complaint is an excellent opportunity to build goodwill.	2	
BASIC TRANSACTIONS		
SUGGESTION SELLING--GENERAL		Basic Selling, Ernest Fundamentals of Selling, Ernest
809 Knowledge of how to suggest related items, accessory items or larger quantities to customers in order to increase the amount of the sale.	1	Retail Merchandising, Wingate-Samson Retailing Principles and Practices, Richert-Meyers-Haines
844 Knowledge of the effects of underselling and understanding that underselling is often as harmful as overselling.		
929 Attitude that suggestion selling is a service to the customer and also personal satisfaction for money spent.	2	
877 Ability to effectively suggest advertised merchandise from one's own department or other departments in the store that might satisfy the needs of the customer.	4	
882 Skill in coordinating merchandise with related items in an attempt to increase the amount of the sale.	1	
875 Skill in suggesting larger quantities, related goods and additional goods in an effort to increase the average sale.	2	

SELLING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
BASIC TRANSACTIONS (continued ...)		
TELEPHONE AND MAIL SELLING		Communications in Marketing, Rowe Fundamentals of Selling, Wingate-Nolan Retail Selling, Bodle-Corey Retailing Principles and Practices, Richert-Meyers-Haines
099 Knowledge of the differences that exist in communications used in selling over the telephone and over the counter.	1	
835 Knowledge of how to fill mail or telephone orders for merchandise.	2	
008 Knowledge of the procedures for handling mail and telephone orders in response to ads.	1	
156 An awareness of the importance of adequate merchandise knowledge in telephone selling.	1	
130 Skill in listening to customers' names and addresses and writing them correctly.	1	
115 Skill in receiving or giving telephone orders, complaints and messages.	1	
HANDLING MERCHANDISE		
DEMONSTRATING THE MERCHANDISE		Basic Selling, Ernest Retail Merchandising, Wingate-Samson Retailing Principles and Practices, Richert-Meyers-Haines Salesmanship Fundamentals, Ernest-DeVall
806 Knowledge of the ways to demonstrate merchandise to create interest and desire in customers.	1	
501 Knowledge of the ways to show that an item of merchandise is suited for the purpose the customer has in mind.	1	
939 A belief that to avoid confusing the customer a reasonable number of items should be shown at one time.	2	
893 Skill in demonstrating merchandise in the ways it may be used by the customer.	1	
MERCHANDISE INFORMATION		
*ATTITUDE TOWARD THE MERCHANDISE		Marketing and Distribution, Mason-Roth Marketing, Sales Promotion and Advertising, Nolan-Warmbe Sales Horizons, Haas-Perry Salesmanship Fundamentals, Ernest-DeVall
922 A strong interest in the merchandise or service being sold.	2	
925 A feeling that genuine enthusiasm for merchandise during a sale will help create desire or interest in the customer.		
IMPORTANCE OF MERCHANDISING INFORMATION		Basic Selling, Ernest Creative Selling, Ernest Retailing Principles and Practices, Richert-Meyers-Haines Supervisory Skills in Marketing, Crawford
510 Understanding that adequate merchandise information will enable the salesperson to increase sales as well as his earning capacity.	1	
950 An awareness that successful selling hinges on adequate product information, the customer's understanding and the salesperon's personality.	2	
583 Attitude that adequate merchandise knowledge usually creates in the salesperson enthusiasm for his goods and adds to his self-confidence.	1	

SELLING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -30-
MERCHANDISE INFORMATION (continued ...)		
IMPORTANCE OF MERCHANDISING INFORMATION (continued ...)		
587 Belief that adequate merchandise information will help increase sales and promote better customer relations.	1	
588 A belief that adequate merchandise information will build customer confidence in the merchandise as well as in the store.	1	
585 Attitude that a salesperson must have sufficient knowledge of the merchandise he sells in order to answer a customer's questions satisfactorily.	1	
586 Attitude that keeping informed of merchandise and product information makes the sales supporting job more interesting.	1	
931 Attitude that basic product information is necessary to demonstrate good selling practices.	1	
*KNOWLEDGE OF ADVERTISED/DISPLAYED MERCHANDISE		Fundamentals of Selling, Wingate-Nolan Marketing Sales Promotion and Advertising, Nolan-Warmhe Marketing and Distribution, Mason-Roth Retailing Principles and Practices, Richert-Meyers-Haines
509 Knowledge of the values of advertising information to the salesperson.	1	
941 A belief that one must know the merchandise being featured in interior and window displays in order to do an adequate selling job.	2	
072 Attitude that newspaper advertising must be read in order to keep informed of the advertising done by one's own store and its competitors.	1	
070 Attitude that it is necessary to know facts about merchandise being advertised such as prices, brand names, available sizes, colors, styles and models in order to better promote or sell it.	1	
589 Attitude that specific merchandise information may be found in advertisements.	1	
039 Skill in studying specific information in ads and using the advertised facts effectively in selling.	1	
555 Skill in using facts from merchandise advertisements during sales.	1	
003 Knowledge of the prices, available sizes, colors, styles or models of merchandise being advertised in order to better promote or sell.	1	
COMPETITORS' ADVERTISING		Advertising, Antrim Advertising Planning and Techniques, Samson Creative Selling, Ernest
062 Attitude that an awareness of competitors' advertised merchandise--its prices and competitive selling features--is beneficial in selling one's own merchandise.	1	
*USING MERCHANDISE INFORMATION		Fundamentals of Selling, Wingate-Nolan Retailing Principles and Practices
551 Skill in building a sales talk around merchandise selling features.	1	
562 Skill in selecting and quoting factual comments about certain products.	1	
548 Skill in using facts about the merchandise itself when helping a customer make a buying decision.	1	

SELLING (continued ...)		NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -31-
MERCHANDISE INFORMATION (continued ...)			
FEATURES/BENEFITS			Creative Salesmanship, Ernest Fundamentals of Selling, Wingate-Nolan
827	Knowledge of the selling features of products and/or services.	1	Retailing Principles and Practices,
822	Knowledge of how to translate product knowledge into customer benefits.	1	Richert-Meyers-Haines
499	Knowledge of the ways to interpret the features of a product in terms of benefits to customers.	1	Salesmanship Fundamentals, Ernest Sales Horizons, Haas-Perry
949	An awareness that people usually do not buy merchandise itself; rather, they buy merchandise benefits.	2	
584	Attitude that usually services and benefits are bought rather than goods or merchandise.	1	
885	Ability to provide customers "facts and benefits" with discretion, analyzing and judging their reactions.	4	
550	Skill in expressing customer benefits that accompany merchandise selling features.	1	
873	Skill in relating merchandise benefits to a customer's needs when talking about it.	2	
SELLING VOCABULARY			Retailing Principles and Practices,
808	Knowledge of how to provide information about merchandise which will create desire or interest in customers.	2	Richert-Meyers-Haines Sales Horizons, Haas-Perry Salesmanship Fundamentals, Ernest
120	Skill in using the terminology of distribution and developing a vocabulary descriptive of the product or service being sold.	1	
143	Skill in translating technical words concerning an item or merchandise into the customer's language.	1	
123	Skill in selecting and using words suitable to the nature of the article of merchandise or service being sold.	1	
*PRODUCT SUBSTITUTIONS			Fundamentals of Selling, Wingate-Nolan Retailing Principles and Practices,
508	Knowledge of the uses of specific merchandise and differences between similar articles so that merchandise may be selected to meet a customer's needs.	1	Richert-Meyers-Haines Sales Horizons, Haas-Perry
507	Knowledge of substitute items that are used for formerly well-known products, what they are substitutes for and superior points of the substitutes.	1	Salesmanship Fundamentals, Ernest
514	Knowledge of the product features and customer acceptance of competing products.	1	
563	Skill in using a knowledge of the features and customer acceptance of competing products and points of superiority of the product being shown during a sale.	1	
871	Skill in suggesting to customers items of merchandise or services that can be substituted for the unavailable or desired ones.	2	

SELLING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES -32-
MERCHANDISE INFORMATION (continued ...)		
*DETERMINING SIZE AND FIT		Basic Selling, Ernest Retail Merchandising, Wingate-Samson
506 Knowledge of the sizes, colors, styles and prices in which merchandise is available.	1	Retail Selling, Bodle-Corey
500 Understanding that since sizes vary according to manufacturers and price lines, it is necessary to judge each customer's requirements.	1	
557 Ability to fit customers with correct sizes when selling articles of clothing.	1	

SECTION C

- ECONOMICS -

- CAREER EXPLORATION -

- EMPLOYABILITY SKILLS -

CORE CURRICULUM

ECONOMICS AND MARKETING	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
THE "WHAT" AND "WHY" OF ECONOMICS		
EMC001 Knowledge of what economics is and why it is important.		
ECONOMIC GOODS		
EMC002 Knowledge that economic goods are products and services offered to meet consumer needs and wants.		
PRODUCT UTILITY		
EMC003 Knowledge that the utility of a product means increased usefulness resulting from form, time, place, and possession availabilities.		
ECONOMIC RESOURCES		
EMC004 Understanding that economic resources may be classified as land, labor and capital.		
THE "WHAT" AND "WHY" OF MARKETING		
EMC005 Knowledge of what marketing is and why it is important.		
MERCHANDISING FUNCTIONS		
EMC006 Knowledge that merchandising involves the functions that have to be performed successfully for a business to continue such as financing, buying, storing, servicing, transporting, etc.		
PROFIT		
EMC007 Knowledge that profit is the driving force behind the free enterprise system.		

ECONOMICS AND MARKETING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
BUSINESS RISKS		
EMC008 Understanding that risks are potential losses to which businesses are exposed.		
MARKET PRICE		
EMC009 Understanding that the market price of a product is determined by what a buyer is willing to give and what a seller is willing to take.		
SUPPLY AND DEMAND		
EMC010 Knowledge that supply and demand involve the interaction between products available and the ability and desire of customers to own them.		
COMPETITION		
EMC011 Knowledge of the effects of competition on buyers and sellers.		
PROMOTIONAL MIX		
EMC014 Knowledge that the promotional mix of a business is a combination of different forms of product promotion such as advertising, sales promotion, personal selling, and publicity.		
PRIVATE ENTERPRISE SYSTEM		
EMC015 Understanding that in a private enterprise system businesses are owned by individuals, not governments.		
GNP		
EMC019 Knowledge that the Gross National Product is the total market value of the goods and services produced and rendered in a given year.		

ECONOMICS AND MARKETING (continued ...)	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
INTERNATIONAL TRADE		
EMC023 Knowledge of the effects of international trade on the interdependence of nations.		

CAREER EXPLORATION	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
ECONOMICS OF WORK		
PURPOSES OF WORK		
EXC1 Belief that work is a process of satisfying man's needs.		
EXC2 Understanding the relationship of work to production and consumption.		
LABOR		
EXC3 Awareness that the divisions and specialization of labor should result in greater productivity.		
EXC4 Awareness that an increase of both production and consumption must occur for economic growth.		
OCCUPATIONAL CLUSTERS		
CLUSTER COMPOSITION		
EXC5 Awareness that occupational clusters exist as a group of jobs related by some common characteristics.		
EXC6 Awareness of the seven USOE occupational cluster codes.		
EXPLORATION OF OCCUPATIONAL CLUSTERS		
EXC7 Awareness of the various occupational groups within each occupational code.		
EXC8 Ability to identify specific jobs within each occupational code.		
EXC9 Skill in the identification of typical duties performed by specific jobs within each occupational code.		
EXC10 Ability to compare and contrast specific jobs within each occupational code in terms of duties, training and educational requirements.		
EXC11 Ability to project the future employment opportunities for specific jobs within each occupational code.		

EMPLOYABILITY SKILLS	NUMBER OF OBJECTIVES	SUGGESTED LEARNING RESOURCES
OCCUPATIONAL AWARENESS		
ES1 Ability to recognize own aptitudes, traits, interests, abilities, and interests in relationship to careers.		Adapted for the 1979 Diversified Cooperative Training Curriculum.
ES2 Ability to plan career goals based on identified aptitudes, traits, interests, and abilities.		"Common Competencies for All Occupations"
ES3 Ability to research the conditions and life styles that accompany the career goal.		
EMPLOYMENT PROCESS SKILLS		
ES1 Ability to identify factors that influence morale and job satisfaction.		
ES2 Skills in completing a job application.		
ES3 Ability to write a resume.		
ES4 Knowledge of how to maintain a personal data and skill sheet.		
ES5 Ability to locate the possibility for a job.		
ES6 Knowledge of how to prepare for a job interview.		
ES7 Skill in surveying a working environment and list potential fire and safety hazards.		
ES8 Ability to write a job application.		

SECTION D

BIBLIOGRAPHY

Core Curriculums Bibliography

	Frequency of Use DCT	DE
Advertising, Antrim	7	6
Advertising and Displaying Merchandise, Samson-Harland	0	2
Advertising Planning and Techniques, Samson	7	5
Basic Selling, Ernest	9	12
Basic Retail Credit, Ohio	1	1
Basic Retailing, Reich-Feldman-Levy		1
Buying and Pricing, Don-Richert-Meyer-Haines	1	1
Business English and Communications, Steward-Lanham	1	1
Business Principles and Management, Shilt-Carmichle-Wilson	2	3
Cashing Checks, National Cash Register	31	1
Checker Cashier, Edison-Mills		1
Communications at Work, Williams-Eggland	5	5
Communications in Marketing, Rowe	29	30
Consumer Economic Problems, Warmhe		3
Creative Selling, Ernest	7	10
Credit and Collections, Kohns	1	1
Customer Services, Buckner	3	8
Display & Promotion, Smith	2	3
Facts About Merchandise, Logan-Moon		1
Fashion Merchandising, Troxelle	1	2
Fundamentals of Selling, Wingate-Nolan	18	26
How to Write a Successful Business Letter, Reibel	1	1
Human Relations in Marketing, Hiserodt	26	16
Jeffrey's Department Store, Koeninger-Hephner	11	9
Managing by Communications, Merrihue	1	1

	DCT	DE
Marketing and Distribution, Mason-Roth	6	13
Marketing Math, Stull	10	10
Marketing, Sales Promotion and Advertising, Nolan-Warmhe	5	7
Mathematics in Marketing, Logan-Freeman	9	12
Merchandising, Don-Richert-Meyers-Haines	5	3
Modern Display Techniques, Mauger-Emily	0	1
Modern Retail Management, Duncan-Phillips-Hollander	1	1
Personality and Human Relations, Sferra-Wright-Rice	2	2
Personnel Management, Chruden-Sherman	2	2
Personnel Policies, Guio	1	1
Planning Your Store for Maximum Sales and Profits, Telchin-Helfant	0	1
Principles of Retailing, Barhen-Anderson	0	1
Retail Advertising and Sales Promotion, Edwards-Brown	2	2
Retail Business Management, Gillespie-Hecht	3	6
Retail Management, Davison-Brown	2	3
Retail Merchandising, Wingate-Samson	14	24
Retail Selling, Bodle-Corey	4	6
Retailing Principles and Practices, Richert-Meyers-Haines	23	31
Sales Horizons, Haas-Perry	6	7
Salesmanship, Robinson-Blacher-Logan		1
Salesmanship Fundamentals, Ernest-DeVall-Gress	8	14
Speak Up, Adams-Pollack	1	1
Starting Your Own Business, Ely-Barns	7	3
Stock Keeping, University of Texas		
Store Organization and Operations, Robinson	1	1
Store Salesmanship, Robinson-Blacher-Logan	0	2

	DCT	DE
Succeeding in the World of Work	1	1
Supervisory Skills in Marketing, Crawford	21	15
The Branch Manager's Manual, Beatrice-Judelle	1	2
The Buyer's Manual, NRMA	4	4
Understanding Business Law, Scheider		2
Wholesaling and Physical Distribution, Ertel-Walsh	9	7
Your Personality and You, Splover-Messner	1	1